



CABINET AND COMMISSIONERS' DECISION MAKING MEETING

Monday, 14 November 2016

10.00 a.m.

**Council Chamber, Town Hall,
Moorgate Street, Rotherham. S60 2TH**

Cabinet Members:-

Leader of the Council
Deputy Leader of the Council
Adult Social Care and Health Portfolio
Corporate Services and Finance Portfolio
Housing Portfolio
Jobs and the Local Economy Portfolio
Neighbourhood Working & Cultural Services Portfolio
Waste, Roads and Community Safety Portfolio

Councillor Chris Read
Councillor Gordon Watson
Councillor David Roche
Councillor Saghir Alam
Councillor Dominic Beck
Councillor Denise Lelliott
Councillor Taiba Yasseen
Councillor Emma Hoddinott

Commissioners:-

Lead Commissioner Sir Derek Myers
Commissioner Patricia Bradwell
Commissioner Julie Kenny
Commissioner Mary Ney

Rotherham
Metropolitan
Borough Council 

CABINET AND COMMISSIONERS' DECISION MAKING MEETING

Date: Monday 14 November 2016
Time: 10.00 a.m.
Venue: Town Hall, The Crofts, Moorgate Street, Rotherham. S60 2TH

A G E N D A

1. Apologies for Absence.

To receive apologies of any Member or Commissioner who is unable to attend the meeting.

2. Declarations of Interest.

To invite Councillors and Commissioners to declare any disclosable pecuniary interests or personal interests they may have in any matter which is to be considered at this meeting, to confirm the nature of those interests and whether they intend to leave the meeting for the consideration of the item.

3. Questions from Members of the Public.

To receive questions from members of the public who wish to ask a general question.

4. Minutes of the previous meetings held on 12 September and 10 October 2016 (Pages 1 - 33)

To receive the records of proceedings of the Cabinet and Commissioners' Decision Making Meetings held on 12 September and 10 October 2016.

5. Exclusion of the Press and Public.

If necessary, the Chair to move the following resolution:-

That under Section 100(A) 4 of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in paragraph(s) of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006.

DECISION FOR COMMISSIONER BRADWELL

6. The Implementation of the Regional Adoption Agency (RAA) (Pages 34 - 43)

Report of the Strategic Director of Children and Young People's Services

Cabinet Member: Councillor Watson (in advisory role)

Commissioner: Bradwell

Recommendations:

1. That the report be received and the progress made and date and work completed be noted.
2. That the planned delegation of a range of adoption functions to the new Regional Adoption Agency be endorsed.
3. That the proposal to develop a detailed business case to underpin a new model with Doncaster Children's Services Trust (DCST) hosting the new RAA on behalf of all Local Authority members be supported.

DECISIONS FOR COMMISSIONER KENNY

7. Bassingthorpe Farm: Proposed disposal of land forming part of Bassingthorpe Farm housing allocation (Pages 44 - 59)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott (in advisory role)

Commissioner: Kenny

Recommendations:

1. That the land owned by the Council forming part of the Bassingthorpe housing allocation be disposed of, as part of the Council's commitment to deliver more homes in the Borough.
2. That the recommended delivery route to secure a 'Promoter Partner' or 'Delivery Partner' be progressed by undertaking an Official Journal of the European Union (OJEU) procurement exercise to market the site, in partnership with Fitzwilliam Wentworth Estates.
3. That the Strategic Director of Regeneration and Environment Services be authorised to negotiate the Collaboration Agreement and Equalisation Agreement, the final terms of which will be reported to a future Cabinet and Commissioners' Decision Making Meeting for consideration.
4. That the Assistant Director of Legal Services be authorised to prepare the Collaboration Agreement and Equalisation Agreement between the landowners.

5. That approval be given to an exemption under Standing Order 38 from Standing Order 48 (requirement for contracts valued at more than £50,000 to be tendered) to enable the work detailed in item 3.4 of this report to be awarded to the contractor.

8. Town Centre Regeneration - Strategic Acquisition of Units at Riverside Precinct (Pages 60 - 67)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott (in advisory role)
Commissioner: Kenny

Recommendations:

1. That the Assistant Director of Planning, Regeneration and Transport be authorised to negotiate the acquisition of the assets as described at Option 2 at paragraph 4.3 below and the Assistant Director of Legal Services is authorised to complete the necessary legal documentation for the acquisition.
2. That funding for the acquisition be authorised from the £17 million town centre allocation in the Capital Strategy (2016-2021).
3. That the Council be recommended to approve inclusion of the scheme in the Capital Programme to cover the cost of acquisition.

9. All Saints Toilets - Review of Service Provision (Pages 68 - 78)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott (in advisory role)
Commissioner: Kenny

Recommendations:

1. That a Public Toilet Facility in All Saints Square continues to be provided by the Council.
2. That an increase to the entrance charge of 10p (raising the charge up to 30p) for adults only be approved.
3. That the opening times of the facility be reduced by 2 hours per day, from 08:30-17:00 to 09:30-16:00.

10. Delivery of the Holmes Tail Goit Pumping Station (Pages 79 - 84)

Report of Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott (in advisory role)

Commissioner: Kenny

Recommendations:

1. That the commitment in the Council's approved Capital Programme to the value of £1,599,632 inclusive of the Environment Agency (EA) contribution of £212,000 be noted and the fixed contribution by RU Estates of £684,258 be endorsed.
2. That it be noted that the contingency with the current works estimate is only £66,113 and that this figure may be exceeded, and that expenditure over and above this figure would also rest with the Council.
3. That the Assistant Director Legal Services be authorised to negotiate with R U Estates to finalise heads of terms for a formal deed of settlement and variation to the lease setting out the respective rights and responsibilities of the parties as set out at 8.1 of this report.
4. That tenders be sought to procure a contractor to deliver the project subject to the tender prices received being within the threshold of the current estimates outlined above.

DECISIONS FOR COMMISSIONER MYERS

11. Corporate Plan 2016-17 Quarter 2 Performance Report (Pages 85 - 161)

Report of the Assistant Chief Executive

Cabinet Member: Councillor Alam (in advisory role)

Commissioner: Myers

Recommendations:

1. That the overall position and direction of travel in relation to performance be noted.
2. That consideration 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.

12. Day Care and Transport Charges (Pages 162 - 178)

Report of the Strategic Director of Adult Care and Housing

Cabinet Member: Councillor Roche (in advisory role)
Commissioner: Myers

Recommendations:

1. That the information contained in this report be received.
2. That the proposed charges for Day Care be increased on a phased basis from £4.47 to £15.00 per session from 1 January 2017, with a further increase to £30.00 per session from 1 October 2017.
3. That the charges for Transport be increased to £5.00 per return journey.

13. Consultation on the modernisation of the Learning Disability Offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism (Pages 179 - 197)

Report of the Strategic Director of Adult Care and Housing

Cabinet Member: Councillor Roche (in advisory role)
Commissioner: Myers

Recommendations:

1. That approval be given to commence consultation on the reconfiguration of the Learning Disability services including options for the future of in-house services.
2. That a further report be submitted on the outcome of the consultation with recommendations of the new Learning Disability offer.

DECISIONS FOR CABINET

14. Devolution Deal Implementation - Sheffield City Region

This item was withdrawn from the agenda on 2 November 2016 as the Secretary of State has not yet confirmed the detail of the parliamentary orders in respect of implementation of the Devolution Deal for the Sheffield City Region.

15. September Financial Monitoring Report (Pages 198 - 256)

Report of the Strategic Director of Finance and Customer Services

Cabinet Member: Councillor Alam

Commissioner: Commissioner Myers (in advisory role)

Recommendations:

That Cabinet:

1. Notes the current forecast overspend after management actions of £8.635m for 2016/17.
2. Endorses the need for additional management actions to be urgently developed, agreed and implemented and for these to be documented in future Cabinet Financial Monitoring Reports.
3. Require that Directorate management actions to mitigate forecast overspends are clearly and comprehensively documented, including an evaluation of the likely financial impact of these actions (quality assured by Finance Business Partners), and a detailed implementation plan is produced which is regularly reviewed by each Directorate Leadership Team.
4. Note the Recovery Plans included within this report that provide a summary of the current proposed management actions, and performance against those actions currently used to help mitigate the forecast overspend.
5. Recommend any additional actions which could be implemented to help manage down the current forecast overspend.
6. Note and approve the recovery strategy for the forecast overspend on the Dedicated Schools Grant High Needs Block.
7. Note that this report should be considered in conjunction with the Medium Term Financial Strategy (MTFS) update report elsewhere on this agenda.
8. Note and approve Appendix 3 which details the budget savings approved by the Council in March 2016 that are now to be delivered by other means.
9. Notes the current forecast outturn position on the approved Capital Programme for 2016/17 and 2017-2021. (Sections 3.57 to 3.73 and Appendix 4)
10. That the following projects be supported for inclusion in the Approved Capital Programme 2016/17.
 - Area Assembly – Neighbourhood Investment - £140,000 (already approved 'in principle' by Council on 2nd March 2016).
 - Swinton Civic Hall Refurbishment - £44,868
 - Replacement of Damaged Waste Bins - £150,775
 - Capitalisation of Cleansing Equipment - £40,000
 - Capitalisation of GIS Transport Software - £25,000
11. That Council be recommended to include the above schemes in the Approved Capital Programme.
12. That Council be recommended to approve the changes to budgets identified in Appendix 6 for projects which are already included in the Approved Capital Programme.

16. Medium Term Financial Strategy (MTFS) Update Report (Pages 257 - 315)
Report of the Strategic Director of Finance and Customer Services

Cabinet Member: Councillor Alam
Commissioner: Myers (in advisory role)

Recommendations:

Cabinet are asked to:

1. Note the contents of this report;
2. Approve the proposed additional resource allocations required by the Children's Services Sustainability Strategy, Adult Social Care and Corporate Support Services as summarised in section 2.6;
3. Note that the additional funding requirement for the demand cost pressure in Children's Services of £7.848m in 2016/17 will be subject to the final outturn at year end but is likely to require funding from reserves should the current year budget not be brought back in balance;
4. Approve that the specific investment proposals of £608k in 2016/17, summarised in paragraph 2.6 and detailed throughout the report, be funded in 2016/17 from the Transformation Reserve and for the addition of these items to the MTFS for future years.
5. Approve that all other corporate earmarked reserves, where there is no formal planned use in the current year, be earmarked for consideration as part of the funding strategy for the proposals in this report and the wider financial strategy as part of budget considerations.
6. Note the revised Estimated Funding Gap for the period 2017/18 to 2019/20 of £24.130m, £7.854m and £18.863m respectively, outlined in paragraph 2.6 in light of these proposed funding allocations and in advance of any use of reserves.
7. Approve that tight monitoring and control is implemented in relation to the investments and that the additional budgets are only allocated as the expenditure and investment action is secured and implemented.

17. Adoption of Community Infrastructure Levy (CIL) Charging Schedule (Pages 316 - 343)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott

Commissioner: Ney (in advisory role)

Recommendations:

1. That the Rotherham CIL Charging Schedule be approved and recommended to Council to be adopted, with a provisional implementation date of 6 April 2017.
2. That the Rotherham CIL Instalments Policy be approved.
3. That the procurement of appropriate software to implement and monitor the CIL charge be approved, subject to the Council's normal procurement policies.

18. School Crossing Patrol Consultation Update (Pages 344 - 352)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott

Commissioner: Kenny (in advisory role)

Recommendations:

1. That school crossing patrols at crossing points be funded only where national and local road safety criteria are met.
2. That schools currently in receipt of a patroller at a crossing which does not meet this criteria be offered a charged Service Level Agreement to allow the service to continue.
3. That a full independent survey review of school crossing patrol points take place every four years, with the first survey being undertaken in 2017/18.

19. Rotherham Construction Partnership Framework (Pages 353 - 360)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott

Commissioner: Kenny (in advisory role)

Recommendations:

1. That approval be given to the procurement of a framework of contractors to cover the works detailed in this report.
2. That the Council enter into framework contract agreements with the contractors appointed.

20. Exclusion of Press and Public

If necessary, the Chair to move the following resolution:-

That under Section 100(A) 4 of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to Information) (Variation) Order 2006.

21. Procurement of Electoral Management Software System - Renewal of Maintenance Contract (Pages 361 - 366)

Report of the Strategic Director of Finance and Customer Services

Cabinet Member: Councillor Alam
Commissioner: Myers (in advisory role)

Recommendations:

1. That the contract for support and maintenance of the Electoral Management Software system remain with Xpress Software Solutions until after the City Region Mayoral election scheduled to take place in May 2017.
2. That an exemption be granted under Standing Order 38 from the provisions of Standing Order 47 (contracts valued at less than £50,000).
3. That a full competitive tender exercise be undertaken so that any changes can be implemented after the City Region Mayoral election has taken place.

22. Discretionary Rate Relief Application (Pages 367 - 371)

Report of the Strategic Director of Finance and Customer Services

Cabinet Member: Councillor Alam
Commissioner: Myers (in advisory role)

Recommendation:

That the request for discretionary business rate relief for the premises listed in this report be declined.



SHARON KEMP,
Chief Executive.

**CABINET AND COMMISSIONERS' DECISION MAKING MEETING
Monday 12 September 2016**

Present:- Councillor Read (in the Chair); Councillors Alam, Beck, Hoddinott, Roche and Yasseen.

Also present:- Commissioners Bradwell, Kenny and Ney and Councillor Steele (Chair of Overview and Scrutiny Management Board).

Apologies for absence were received from Councillors Lelliott and Watson. A further apology for absence was received from Commissioner Sir Derek Myers.

61. DECLARATIONS OF INTEREST

Councillor Hoddinott declared an interest in item 17 on the agenda (Awarding contracts for the delivery of 0-19 Children's Health Services, Sexual Health Services and Drugs and Alcohol Recovery Services) on the basis of her appointment as a Partner Governor of the Rotherham Hospital Trust.

62. QUESTIONS FROM MEMBERS OF THE PUBLIC

A member of the public raised concerns that there would continue to be sufficient facilities to support children and young adults in Rotherham in the context of proposals being considered at the meeting regarding the closure of children's residential care homes. In response, it was explained that the proposals were based on an ambition for high quality, local, family placements.

A further question was put in respect of the procurement and commissioning report on the agenda for the meeting. Assurances were sought that the most vulnerable in Rotherham, who were by definition the most in need, would continue to be prioritised. In response it was explained that the needs of the vulnerable would continue to be met in Rotherham.

A question was put in respect of the council's approach to managing the Bedroom Tax and the support available to families in the most challenging circumstances. In response it was explained that the council tried to respond appropriately to the needs of people in the most challenging circumstances in respect of the bedroom tax, whilst operating within the rules set by central government.

A further question was put in respect of the proposals to discontinue the Flanderwell Autism Resource Unit and the alternative provision for young people with autism. In response, it was explained that the developing autism strategy would incorporate provision for children. Reference was also made to the planning on sufficiency to ensure that there was an appropriate mix of provision from moderate to very acute needs.

A question was submitted in respect of the financial monitoring report that was due to be considered elsewhere on the agenda and an assurance was sought that the Council would support the most vulnerable in society who would be the most adversely effected by the reduction in local authority budgets. In response it was explained that the vast majority of the council's budget was spent supporting those in most need in society.

A final question was put by a member of the public in respect of the proposals to close children's residential care homes, with specific reference to Silverwood residential care home. It was explained that there were concerns that the home was not making adequate progress towards being considered 'excellent' by Ofsted. Reference was also made to an Ofsted report from February 2016 which found that children were not safe in the home and that signs of risk were not being acted upon or evaluated.

63. MINUTES OF THE PREVIOUS MEETING HELD ON 11 JULY 2016

Resolved:-

That, subject to an amendment reflecting the interest declared by Councillor Beck, the minutes of the Cabinet and Commissioners' Decision Making Meeting held on 11 July 2016 be agreed as a true and correct record of the proceedings.

64. OUTCOME OF THE CONSULTATION ON THE PROPOSAL FOR A PLANNED CLOSURE OF 'SILVERWOOD' AND 'CHERRY TREE HOUSE' CHILDREN'S RESIDENTIAL CARE HOMES

Consideration was given to a report which set out the outcome of consultation with stakeholders and options for the planned closure of Silverwood and Cherry Tree House children's residential care homes.

The report detailed the decision making and consultation processes to date and set out the range of feedback, opinions and views on the proposed closure of both homes. It was specifically noted that the consultation period was extended by a further week to allow officers to consult with multi-agency partners from the Rotherham Local Safeguarding Children's Board Executive Group.

It was reported that a decision to close one or both residential children's homes would not adversely impact on any individual young person, as there were no residents in occupation at the time of the meeting.

It was noted that Overview and Scrutiny Management Board had considered the proposals at its meeting on 2 September 2016. Whilst the Board had supported the proposals, it had proposed two further recommendations for consideration regarding provision of emergency placements and foster placements be no further than a maximum of twenty miles from the borough area boundary.

Commissioner Bradwell agreed:-

1. That the outcome of the targeted consultation with affected stakeholders be noted.
2. That, having regard to the options appraisal and the consultation feedback, the planned closure of both children's homes by the end of December 2016 be approved.
3. That the service proposals include provision for emergency placements for vulnerable children and young people, including the provision of 'crash pads'.
4. That a service review be undertaken, as soon as practicable, to ensure that , appropriate to their individual care needs, vulnerable children and young people have foster placements which are situated within the borough or no more than a maximum distance of twenty miles from the borough area boundary.

65. OUTCOME OF CONSULTATION AND PROPOSED FOSTER CARERS PAYMENTS SCHEME, SUPPORT AND DEVELOPMENT

Consideration was given to a report which ultimately sought to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in Rotherham in a foster family environment.

It was noted that formal consultation for a period of six weeks had taken place with foster carers regarding the rationale and options for a revised scheme. The proposals submitted for consideration sought to revise the existing scheme in Rotherham to provide financial incentives, good quality support and training. It was explained that investment in improving the offer to foster carers would help attract additional carers to foster for Rotherham and support the retention of and development of existing foster carers.

It was further noted that, alongside other initiatives, such an approach would enable the reduction of overall placement costs and avoid use of more expensive Independent Fostering Agency and residential placements.

Overview and Scrutiny Management Board had considered the proposals at its meeting on 2 September 2016, where the recommendations had received broad support. Members had identified four additional recommendations for consideration by Commissioner Bradwell:

1. That appropriate monitoring and review be undertaken, beginning as soon as practicable, of the recruitment of additional foster carers, to ensure that the appropriate targets are being achieved.
2. That the appropriate officers examine the possible use of a Council Tax reduction or discount as an additional benefit for foster carers registered with this Council.
3. That the appropriate officers examine whether the proposed payment of fees and allowances to individual foster carers may have a detrimental impact upon their receipt of other state benefits.
4. That a further report, updating the progress of this scheme, be submitted to a meeting of the Overview and Scrutiny Management Board during April 2017.

Commissioner Bradwell agreed:-

1. That the proposed foster carer payment scheme, including short break foster carers fees, be approved.
2. That the amended relevant policy be implemented.
3. That the implementation of quality support and training, as part of the improved offer for foster carers, be approved.
4. That appropriate monitoring and review be undertaken, beginning as soon as practicable, of the recruitment of additional foster carers, to ensure that the appropriate targets are being achieved.
5. That the appropriate officers examine the possible use of a Council Tax reduction or discount as an additional benefit for foster carers registered with this Council.
6. That the appropriate officers examine whether the proposed payment of fees and allowances to individual foster carers may have a detrimental impact upon their receipt of other state benefits.
7. That a further report, updating the progress of this scheme, be submitted to a meeting of the Overview and Scrutiny Management Board during April 2017.

66. COMMISSIONING AND PROCUREMENT OF CARE AND SUPPORT SERVICES

Consideration was given to a report which sought to provide an update on contracts that secured services to provide care and support for:-

- Adults with complex needs physical disabilities, learning disabilities, sensory impaired
- Carers
- People who use personal budgets as a Direct Payment to employ a Personal Assistant
- Adults who are at risk of admission to hospital or residential care and require urgent home care
- Housing related support

It was noted that such services had been commissioned for some time and contracts had been extended with incremental changes over the years and there was a need to ensure transparency and value for money and to comply with standing orders. Consequently, those services were recommended to be subject to competitive tender.

The report also covered a range of service areas where it was considered that a strategic approach to commissioning would be required to ensure that the authority adopted a whole system view and enabled the efficient and effective deployment of resources. The service areas were identified as:

- Adults with complex needs physical disabilities, learning disabilities, sensory impaired
- Carers
- People who use personal budgets as a Direct Payment to employ a Personal Assistant
- Adults who are at risk of admission to hospital or residential care and require urgent home care
- Housing related support contracts.

Commissioner Ney agreed:-

1. That all of the services highlighted in Part A of the report be subject to a competitive tender process on the open market in September 2016 for new services to commence in April 2017.
2. That the contracts under Part A of the report be awarded on the basis of the outcome of the tender process for a three-year term from 1 April 2017 to 31 March 2020.
3. That, pursuant to Standing Order 38, the contracts referred to in Part B of the report be exempt from the provisions of Standing Order 48 that would ordinarily require a tender on the open market.

67. CORPORATE PLAN 2016/17 QUARTER 1 PERFORMANCE REPORT

Consideration was given to a report which detailed the performance against measures within the Corporate Plan for period from April to June 2016.

It was reported that at the end of the first quarter 19 measures were progressing above or in line with the target set, which represented 18.6% of the total measures. 12 of performance measures in the first quarter had not progressed in accordance in accordance with the target set of 11.8% overall.

Commissioner Ney agreed:-

1. That the overall position and direction of travel in relation to performance be noted.
2. That the performance reporting timetable for 2016/17 be noted.

68. FUTURE OPTIONS FOR ENFORCEMENT SERVICES

Consideration was given to a report which outlined proposals to provide strategic focus to the Council's approach to enforcement activity and a work programme to take actions forward. In addition, the report also detailed new legislative provisions and penalties that would enhance enforcement activity.

Commissioner Ney agreed:-

1. That the contents of the report and the progress made to date against the themes of strengthening enforcement and the related strategic focus be noted.
2. That the work plan, including the development of the 'Time for Action' approach and supporting initiatives to tackle environmental crime, be approved.
3. That the recommendations within Appendix A including adoption of tools and powers; amendments to the Council's Scheme of Delegation and General Enforcement Policy; setting of penalties; and work to be undertaken for the recovery of small debts be approved.

69. FLANDERWELL AUTISM RESOURCE

Consideration was given to a report which sought approval to discontinue the Autism Resource Unit on the Flanderwell Primary School site and transfer the resource to the Academy Trust to accommodate rising mainstream pupil numbers.

It was reported that Flanderwell Resource Unit was not conducive to the changing needs of the cohort of pupils that it was originally designed to accommodate. Concerns were raised by staff and specialists in autism that the building was not fit for purpose.

Consideration was given to substantial building work and financial investment to bring the building back up to standard, however following representations received through a consultation process, the preferred option was to discontinue to resource and for the building to be redesignated for use by the Flanderwell Primary Academy to accommodate the increased need for mainstream school places.

Resolved:-

1. That the use of the site as a Special Educational Needs (SEN) provision be discontinued and the building be used by Flanderwell Primary Academy to accommodate rising mainstream pupil numbers with effect from 30th September 2016.
2. That another site be found attached to a mainstream school to provide for primary aged children with autism but with mainstream academic abilities who are currently struggling to have their needs met.
3. That a further wider review of provision for children and young people with autism who are struggling in mainstream be undertaken at a future date as part of the strategic development of the Special Educational Need and Disability (SEND) provision to meet the needs of Rotherham's children.
4. That the Secretary of State for Education be informed accordingly.

70. RESPONSE TO THE GOVERNMENT'S FOUR YEAR SETTLEMENT OFFER

Consideration was given the Government's Four Year Settlement Offer running from 2016/17 to 2019/20.

It was reported that the central element of the indicative funding allocations were the Revenue Support Grant projections for the next three financial years. The Council's Medium Term Financial Strategy had assumed significant reductions in the Revenue Support Grant and the indicative allocations had suggested that acceptance of the Four Year Offer could provide some £9m additional Revenue Support Grant.

It was noted that the Four Year Offer was not without caveats with the potential for allocations to change in light of "unforeseen events" and it did not include potential changes to several significant funding streams. It was further noted that substantial changes in the Business Rates System, including the 2017 Rates Revaluation were also not reflected in the settlement figures within the Offer.

It was noted that authorities had until 14 October 2016 to accept the Offer and submit an Efficiency Plan to the Department for Communities and Local Government.

Resolved:-

1. That approval be given to submit a request for a Four Year Settlement to the Government.
2. That approval be given to the preparation of the required Efficiency Plan.
3. That authority be delegated to the Leader of the Council and the Chief Executive to sign off the Council's Efficiency Plan for submission to the DCLG by the deadline of 14th October 2016.

71. JULY FINANCIAL MONITORING REPORT 2016/17

Consideration was given to a report which set out the financial position at the end of July 2016 and was based on actual costs and income for the first four months of the financial year and forecast costs and income for the remaining eight months of the financial year.

It was reported that the current position showed a forecast revenue overspend of £8.272 after already identified management actions totalling £4.664m were taken into account. The forecast overspend was set against a backdrop of the Council successfully delivering savings of £117m over the previous five years and having to save a further £21million in 2016/17.

The report set out the key pressures contributing to the forecast overspend and indicated that directorates were in the process of identifying and implementing additional management actions to further mitigate the forecast overspend and to tightly control spend until the end of March 2017.

It was noted that future budget monitoring reports would cover both revenue and capital budgets.

Resolved:-

1. That the current forecast overspend after management actions of £8.272m for 2016/17 be noted.
2. That the need for additional management actions to be urgently developed, agreed and implemented and for these to be documented in future Cabinet Budget Monitoring Reports be endorsed.

3. That Directorate management actions to mitigate forecast overspends be clearly and comprehensively documented, including an evaluation of the likely financial impact of these actions (quality assured by Finance Business Partners), and a detailed implementation plan be produced which is regularly reviewed by each Directorate Leadership Team.
4. That any additional actions be recommended by Cabinet which could be implemented to help manage down the current forecast overspend.
5. That a recovery strategy for the forecast overspend on the Dedicated Schools Grant High Needs Block to be brought back to Cabinet on 10th October 2016.
6. That the Strategic Director of Finance & Customer Services progress the appropriate level of budget realignment in respect of the Children's residential care review, to be contained within the Looked After Children's Service.
7. That approval be given to the alternate actions where these have been implemented in respect of 2016/17 approved Budget Savings, noting that where they are non-recurrent the proposed method of delivering the approved saving value will be included in future budget monitoring reports for consideration and approval.
8. That a further Medium Term Financial Strategy (MTFS) update report be brought to Cabinet in October and will include a request for approval of the realignment of any savings already agreed by Council for the period 2016/17 to 2018/19 which are now proposed to be delivered via alternate means, or to a different timeline to that originally planned (budgeted).
9. That the progress on delivering 2016/17 budget savings proposals agreed by Cabinet in the 2016/17 Budget Round where the majority of savings are on track for delivery be noted.
10. That approval be given to the awarding of tenders in respect of Capital Programme works (included in the Capital Strategy – approved on 2nd March 2016) as set out in paragraphs 3.34 and 3.35 of the report.

72. DIGITAL COUNCIL STRATEGY (2016 TO 2019)

Consideration was given to a report which sought approval of the new Digital Council Strategy covering the period from 2016 to 2019.

It was reported that the strategy had been prepared following extensive consultation within the organisation and across the public sector more generally. The strategy would support the Council's Corporate Improvement Plan by delivering on the commitment to increase the use of online customer service channels.

It was noted that various projects would be phased over the three years covered by the strategy and a detailed project list and timetable would be developed as part of the detailed 'Digital Council Programme'.

Resolved:-

1. That the Digital Council Strategy be approved.
2. That the creation of a Digital Council Programme to ensure the delivery of the Digital Council Strategy be approved.

73. DISCRETIONARY RATE RELIEF APPLICATIONS

Consideration was given to a report which detailed applications made by two organisations for the award of discretionary rate relief.

It was reported that applications were received from Grimm and Co Ltd, a registered charity, and Team Katalyst Ltd, a company established not for profit for the award of discretionary rate relief for the premises concerned. Consideration was given to the recommendations of officers in accordance with the Council's Discretionary Business Rates Relief Policy, which had been approved in April 2013.

Resolved:-

That 20% discretionary rate relief top up be awarded to the registered charity Grimm and Co Ltd and 100% discretionary rate relief to Team Katalyst Ltd for the premises listed in the report and in accordance with the details set out in Section 7 of the report.

74. SITE CLUSTER TENDER AWARD

Consideration was given to a report which sought approval to award the contract to a development partner for the 'Site Cluster Programme' covering seven Housing Revenue Account sites and allow work to proceed.

It was reported that the proposal would enable the development of the following sites:

- Braithwell Road and Gaitskell Close, Maltby
- X2 sites on Rother View Road, Canklow

- Conway Crescent and Farnworth Road, East Herringthorpe
- Shakespeare Drive, Dinnington

It was noted that the next stage of the project would involve detailed negotiations regarding the terms of appointment via a development agreement and the commencement of site investigations and planning applications for the sites.

Resolved:-

1. That the tender submitted by the preferred developer, dated 18 April 2016, be accepted for the site cluster programme.
2. That the Assistant Director of Legal Services be authorised to finalise the development agreement.
3. That all predevelopment costs associated with securing planning permission and enabling construction works to commence be funded by the Council.
4. That a further report be submitted for approval of the development programme, development agreement and financial arrangements following the conclusion of negotiations with the preferred developer.

75. SUSTRANS 'BIKE IT' PROJECT EXTENSION FOR 2016/17

Consideration was given to a report which sought an exemption under Standing Order 48 from the provisions of Standing Order 47 (contracts valued at less than £50,000) prior to awarding a contract to Sustrans Ltd for the delivery of the 'Bike It' project in Rotherham during the 2016/17 financial year.

It was reported that Sustrans were the sole provider of the 'Bike It' Project in the UK, with no known competitors offering a similar package. It was noted that this project had already resulted in combined cycle to school trip rates to participating schools in Rotherham increasing from a negligible amount to an average of 12%.

Resolved:-

That an exemption be granted under Standing Order 38 from the provisions of Standing Order 47 (contracts valued at less than £50,000) on the basis that Sustrans are the sole supplier of 'Bike It' project services.

76. AWARDING CONTRACTS FOR THE DELIVERY OF 0-19 CHILDREN'S HEALTH SERVICES, SEXUAL HEALTH SERVICES AND DRUGS AND ALCOHOL RECOVERY SERVICES

Consideration was given to a report which sought to award public health contracts for sexual health services, 0 – 19 Integrated Public Health Nursing Services and Drug and Alcohol Recovery Services.

It was reported that approval had been obtained in December 2015 to review and revise the specifications for 0 – 19 Integrated Public Health Nursing Services, Drug and Alcohol Recovery Services and Sexual Health Services prior to a competitive tendering procurement process. The reviews and revisions were completed in May 2016 and a the procurement process had been completed.

The report detailed the scoring summary for each bidder in each of three contract areas.

Resolved:-

1. That the contract for 0-19 Integrated Public Health Nursing Services be awarded to The Rotherham NHS Foundation Trust (TRFT) for a period as advertised of three years with the option to extend for a further two years.
2. That the contract for Sexual Health Services be awarded to The Rotherham NHS Foundation Trust (TRFT) for a period as advertised of four years.
3. That the contract of Drugs and Alcohol Recovery Services be awarded to Lifeline Project Ltd. for a period of two years as advertised with an option to extend for a further two years.

77. LIBRARY STRATEGY AND FUTURE LIBRARY & CUSTOMER SERVICE OFFER

Consideration was given to a report which summarised the consultation undertaken on the Library Strategy 2016-19, the future service offer for Libraries and Neighbourhood Hubs and a range of savings proposals connected to the implementation of the strategy and service offer.

It was noted that the strategy set out the vision, key principles and core offer for the service. It had been developed following an analysis of local need for the service and informed by feedback received during the consultation period.

The report proposed the adoption of the strategy and core service offer and implementation of revised savings proposals. The 2016-17 revenue budget related to Libraries and Customer Services was £5,034,590, which included a property budget of £1,220,333. As a result of the review, reductions in expenditure would total £474,000 across the 2016/17 and 2017/18 financial years.

Specific proposals within the paper included the retention of library provision in all existing static locations, the implementation of further self service, online and assisted digital options for service delivery and changes to the Mobile Library and Book Link services.

It was noted that the proposals had been considered by the Overview and Scrutiny Management Board at its meeting on 2 September 2016, where Members had wholly supported the recommendations submitted to Cabinet.

Resolved:-

1. That the results of the public consultation on the draft Library Strategy, future service offer for Libraries and Neighbourhood Hubs and associated savings proposals be noted.
2. That the Library Strategy 2016-19 and future service offer be endorsed and recommended for approval by Council on 19 October 2016.
3. That implementation of the revised savings proposals be endorsed and recommended for approval by Council on 19 October 2016, including the adjustment to the MTFS as described in paragraph 7.5.
4. That it be noted that further and more detailed analysis of local need will continue to inform and drive the future service offer.

78. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:-

That under Section 100(A) 4 of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of such Act indicated, as amended by the Local Government (Access to Information)(Variation) Order 2006.

79. BUSINESS RATES HARDSHIP RELIEF APPLICATION

Consideration was given to a report which detailed an application received by an individual for Business Rates Hardship Relief for a business in the Borough.

The report set out the rationale for dealing with the application in accordance with the Council's Discretionary Business Rates Relief Policy, which had been agreed in April 2013.

Resolved:-

That the application for hardship relief for the premises detailed within the report be refused.

**CABINET AND COMMISSIONERS'
DECISION MAKING MEETING
Monday, 10 October 2016**

Present:- Councillor Read (in the Chair); Councillors Alam, Beck, Hoddinott, Lelliott, Roche, Watson and Yasseen.

Also in attendance: Commissioners Bradwell, Kenny and Myers and Councillor Steele as Chair of the Overview and Scrutiny Management Board.

Apologies for absence were received from Commissioner Ney.

80. DECLARATIONS OF INTEREST

Commissioner Kenny declared a personal interest in respect of item 13, The Future of Maltby Hall Infant School, on the basis of being chair of the Maltby Learning Trust. In declaring an interest, Commissioner Kenny recused herself from decision making in respect of this item and referred the matter to Commissioner Myers for determination.

81. QUESTIONS FROM MEMBERS OF THE PUBLIC

There were no questions from members of the public

82. MINUTES OF THE PREVIOUS MEETING HELD ON 12 SEPTEMBER 2016

It was noted that the minutes of the Cabinet and Commissioners' Decision Making Meeting held on 12 September 2016 would be considered at the next meeting.

83. ADULT MENTAL HEALTH STRATEGY

Consideration was given to a report which sought approval to implement a strategic approach to the commissioning and delivery of services for Adults with Mental Health issues in Rotherham.

It was reported that the Interim Strategy contained a set of strategic commissioning intentions that promoted recovery and social inclusion. This overarching strategy would provide a baseline position and strengthen Rotherham's statutory commitments over the forthcoming period of 18 months. It was noted that the approach would positively add to the direction of the Adult Care Development Programme and would enable a more specific and bespoke strategy to be co-produced with key stakeholders.

It was further noted that the proposed programme of work outlined was based on:

- The Mental Health Forward View for Mental Health (2016)
- The Mental Health Forward View for Mental Health Implementation (2016)
- Legislative requirements set out within the Care Act
- National Institute of Clinical Excellence (NICE) guidelines
- An emphasis on recovery and social inclusion
- Value for money principles.

Commissioner Myers agreed:-

1. That the interim Mental Health strategy be agreed for 2016-18 and an implementation plan developed, with a further co-produced strategy to be developed through 2017-18 with all stake holders.
2. That consultation with all stakeholders, including users and carers, be undertaken, to develop an implementation plan based on the Strategy.
3. That Alternatives to residential care continue to be developed, to reduce dependency and restrictive practice and increase recovery and social inclusion
4. There will be an increased focus of the assets available in the communities of Rotherham so that people are able to identify and access services earlier, thereby increasing social inclusion. Furthermore that when service users are ready to leave mental health services there are support services available in the community to prevent mental health relapse.
5. That unpaid carers are supported to continue in their role.
6. That work be continued with the Rotherham Clinical Commissioning Group to reduce the number of out of area placements and to ensure that financial responsibility remains with the 'responsible commissioner'.
7. That the interim Mental Health strategy be agreed for 2016-18 and an implementation plan developed, with a further co-produced strategy to be developed through 2017-18 with all stake holders.
8. That consultation with all stakeholders, including users and carers, be undertaken, to develop an implementation plan based on the Strategy.
9. That Alternatives to residential care continue to be developed, to reduce dependency and restrictive practice and increase recovery and social inclusion

10. There will be an increased focus of the assets available in the communities of Rotherham so that people are able to identify and access services earlier, thereby increasing social inclusion. Furthermore that when service users are ready to leave mental health services there are support services available in the community to prevent mental health relapse.
11. That unpaid carers are supported to continue in their role.
12. That work be continued with the Rotherham Clinical Commissioning Group to reduce the number of out of area placements and to ensure that financial responsibility remains with the 'responsible commissioner'.

84. DEVELOPMENT OF THE ROTHERHAM AUTISM STRATEGY

Consideration was given to a report which sought approval to implement a strategic approach to the commissioning and delivery of services for people with Autism within Rotherham.

The paper detailed a set of strategic commissioning intentions that would promote independence, choice and control for people with Autism. It was reported that the strategy would strengthen Rotherham's statutory commitments and the approach would contribute to the direction of the Adult Care Development Programme and the Children and Young People's Special Educational Needs and Disabilities (SEND) agenda.

The proposed programme of work outlined in the approach was based on guidance from:

- The Autism Act 2009
- Fulfilling and Rewarding Lives 2010
- Think Autism 2014
- Legislative requirements set out within the Care Act • Children and Families Act 2014
- Good practice in other parts of the country
- A need to modernise and deploy resources as effectively as possible.

It was noted that the strategic approach outlined a number of actions that would support people to be more independent and provide a wider choice of services to support children and adults with Autism to fulfil their potential.

Whilst the report referred to the statement of Special Educational Needs, it was noted that this was no longer applicable and the subsequent correction to the report was noted.

Commissioner Myers agreed:–

1. That the strategic direction for people with Autism and their carers through the development of an All Age Autism Strategy be approved as a joint strategy for the Council and the Rotherham Clinical Commissioning Group.
2. That the Autism Partnership Board be established to oversee implementation plans that will be developed following the strategy.
3. That consultation take place with children and adults with Autism, their carers and those young people, who may use adult services in the future to co-produce, fit for purpose and sustainable opportunities for people with Autism in Rotherham.
4. That approval be given to the action plan to strengthen statutory compliance.

85. LEARNING DISABILITY COMMISSIONING - SHAPING THE FUTURE

Consideration was given to a report which sought approval to implement a strategic approach to the commissioning and delivery of services for people with Learning Disabilities within Rotherham through a market position statement.

The proposed programme of work outlined in the approach was based on:

- Valuing People 2001 and Valuing People now 2009
- Legislative requirements set out within the Care Act
- National plan-building the right support, Oct 2016
- Good practice in other parts of the country
- Consultation that is planned
- A need to modernise and deploy resources as effectively as possible.

The strategic approach outlined a number of actions that will support people to be more independent, and provide a wider choice of services to support citizens to fulfil their potential.

It was noted that the Overview and Scrutiny Management Board had considered the paper at its meeting on 30 September 2016 and had supported the proposed recommendations. The Board had also requested that regular updates on the implementation of the strategic direction be submitted for further scrutiny.

Commissioner Myers agreed:–

1. That the strategic direction outlined for people with Learning Disabilities through the Market Position statement (Appendix A) be approved.
2. That approval be given to the provision of a grant of £50,000 to Speak Up self-advocacy group to support co-production with people with Learning Disabilities
3. That approval be given to partnership working with Sheffield City Council to develop and procure a supported living framework and to implement this across Rotherham.
4. That approval be given to the Commissioning of a new provider for the services currently provided by RDaSH at John Street and Oak Close.
5. That approval be given to the continuation of work on reviewing high cost placements in residential care.
6. That regular updates be provided to the Overview and Scrutiny Management Board on the implementation of the strategic approach.

86. HEALTHWATCH ROTHERHAM SERVICE - EXEMPTION FROM STANDING ORDERS

Consideration was given to a report which sought approval to award the contract for the provision of the Healthwatch service for a two year period from 1 April 2017.

It was noted that Healthwatch Rotherham was the local consumer champion for patients, service users and the public, covering both health and social care. Local authorities have a statutory duty to commission a local independent Healthwatch organisation, which in turn has a set of statutory activities to undertake. Those statutory activities included gathering local views and making these known to providers and commissioners, monitoring and scrutinising the quality of provision of local services, and a seat on the local Health and Wellbeing Board.

It was reported that the contract with Healthwatch Rotherham was due to end on the 31 March 2017. There was little evidence to suggest that the market had changed from when the service was originally commissioned. It was unlikely that there would be another provider that could deliver a Healthwatch service with the same level of experience and local knowledge who had built up good working relationships with both the local statutory and voluntary sector. It was considered that conducting a competitive tendering process would not be the best use of resources.

It was noted that the Healthwatch Rotherham service was performing well and had been recognised both locally and nationally, as such.

Commissioner Myers agreed:–

1. That, pursuant to Standing Order 38, the proposed contract for the Healthwatch Rotherham Service be exempt from the provisions of Standing order 48 (contracts valued at more than £50,000 should be commissioned) .
2. That a two year contract be directly awarded to Healthwatch Rotherham from the 1 April 2017, with an option to extend this contract for a further one year.

87. NATIONAL TRANSFER SCHEME FOR UNACCOMPANIED ASYLUM SEEKING CHILDREN (UASC)

Consideration was given to a report which detailed information about the National Transfer Scheme for unaccompanied asylum seeking children and sought approval to discharge the Council's responsibilities through a regional scheme.

It was reported that Unaccompanied Asylum Seeking Children (UASC) in the United Kingdom were children who were outside their country of origin to seek asylum in the UK, and were separated from their parents and relatives, and were not in the care of someone with responsibility for doing so. The government had legislated earlier in the year to introduce a national dispersal for UASC, which was named the National Transfer Scheme.

It was further reported that Migration Yorkshire had worked with the local authorities in the Yorkshire and Humber region, and with the Home Office, Department for Education and Department for Health, to develop a regional approach which brought together the specialist knowledge and skills to appropriately support such vulnerable children. The region therefore sought an approach that:

- Did not rely on an already overburdened placement system
- Recognised the unique experience and needs of these children and developed tailored packages of care
- Maximised the collective resources of the region
- Developed regional coordination at every stage of the child's care
- Benefitted from explicit flexibilities and freedoms to deliver care/education and health services differently
- Used shared intelligence to ensure that young people are placed and supported in a way that maximises any community risks
- Pooled sparse specialists and resources to ensure a consistent offer.

The report detailed a preferred option which would see an anticipated 726 children being received, assessed and placed within three regional centres with the intention of maximising collective resources, ensuring coordination and reducing duplication between local authorities. It was noted that the 'Parental Responsibility' (PR) status for each child would be allocated using a fair and equitable process agreed by all parties. The Yorkshire and Humber region had a well established track record in collaborative working supported by the 'Sector Led Improvement Programme' and such an approach would be extended to health partners.

Commissioner Bradwell agreed:-

That the proposed voluntary arrangements to discharge the Council's statutory duties for the dispersal of UASC, through a regional scheme be approved.

88. CAPITAL PROGRAMME - OPERATIONAL PROPERTY INVESTMENT PROGRAMME 2016/17 TO 2020/21

Consideration was given to a report which sought approval for six capital building investment schemes to maintain existing operational properties that had been identified as urgent by the Corporate Property Unit to help mitigate known operational risks.

The report sought approval for the following schedule of works:-

- Markets Complex – fixed wire test and upgrade, including emergency lighting
- Barbot Hall Industrial Estate – embankment stabilisation. The retaining bank has become unstable and the face and rocks are crumbling with the potential to slip causing a landslide
- Hellaby Depot – installation of air conditioning to offices
- Bailey House – completion of roofing works including relocation of air conditioning units
- Civic Theatre – refurbishment of dressing room and ceiling plasterwork repairs
- Victoria Park Rawmarsh – renewal and relining of foul drainage.

It was noted that the Capital Strategy and proposed Capital Programme 2016/17 to 2020/21 had agreed in principle the allocation of £3.294m for operational buildings investment (lifecycle works) over the next 5 years with £324,000 available for projects in 2016/17.

It was noted that Overview and Scrutiny Management Board had considered the proposed recommendations at its meeting on 30 September 2016, where the Board had supported the proposals and had sought assurances around the development of a corporate property maintenance schedule.

Commissioner Kenny agreed:-

1. That the lifecycle works projects, detailed in Section 4 of this report, be supported for inclusion in the approved Capital Programme 2016/17.
2. That Council be recommended to approve the inclusion of the scheme in the approved Capital Programme.
3. That the Assistant Director of Planning, Regeneration and Transport be authorised to deliver the projects identified in Section 4 of this report.
4. That any uncommitted funding be re-profiled from 2016/17 to 2017/18.
5. That, in response to the recommendation from Overview and Scrutiny Management Board, further clarity be provided in the Asset Strategy when published to the schedule of ongoing maintenance of land and buildings owned by the Council.

89. TOWN CENTRE REGENERATION - STRATEGIC ACQUISITION OF FORGE ISLAND

Consideration was given to a report which sought approval for the Council to purchase the Forge Island site, which was proposed to be a key component in Rotherham town centre's regeneration.

It was reported that the recently adopted Rotherham Town Centre Supplementary Planning Document (SPD) had identified Forge Island as a strategic development site, which would be a major component of the town centre's regeneration and a catalyst for the regeneration of adjacent sites. It was further reported that the Council had commissioned internal and independent external valuations of the site, a technical assessment of ground conditions, and a flooding study and carried out market analysis and market testing.

The report recommended that the site be purchased by agreement with Tesco, which currently owned the land.

Commissioner Kenny agreed:-

1. That the Forge Island site be purchased on the terms negotiated by the Strategic Director, Regeneration and Environment.
2. That following purchase the former Tesco store be demolished.

3. That the funding for the acquisition and demolition be drawn from the town centre allocation in the Capital Programme and that a bid be submitted to Sheffield City Region to seek Growth Fund money to assist with the acquisition and demolition.
4. That Full Council be recommended to approve inclusion of the scheme in the Capital Programme to cover the cost of acquisition and the demolition costs in respect of Forge Island.
5. That detailed development proposals and a delivery and implementation plan for the site to be prepared in tandem with the town centre masterplan.
6. That the Assistant Director of Legal Services be authorised to complete the necessary legal documentation to purchase the site.

90. THE ROWAN CENTRE - LEASE OF THE WOODLAND ROOM

Consideration was given to a report which sought approval for the Council to enter into negotiations with the Wickersley Partnership Trust to take on a 10 year lease of the Woodland Room with an option to break after five years.

It was noted that the Rowan Centre was Rotherham's designated Health Pupil Referral Unit which included the Children and Adolescents Mental Health Service (CAMHS) education element and the Home Tuition Service. The Rowan Centre offered academic, pastoral care and guidance, family support and a therapeutic offer to some of Rotherham's children and young people with the highest levels of special education needs and those who were highly vulnerable.

It was reported that the Rowan Centre building was small and the number of young person's using the service was growing considerably. As a consequence the service had become oversubscribed with several children requiring education outside of the authority at a significantly higher cost. Adjacent to the Rowan Centre was the Woodland Room, which was a separate building and part of the Monkwood Academy estate, and had been vacated prior to consideration of the report.

It was reported that the use of such additional space would enable the Rowan Centre to accommodate the needs of an increasing number of younger children who had complex mental health needs and in doing so allow the Council to intervene early and so avoid out of authority placements.

Commissioner Kenny agreed:-

1. That the proposal of a new 10 year lease, with an option to break after 5 years to Rotherham Borough Council, to allow the transfer of the Woodland Room be approved.

2. That the Assistant Director, Planning, Regeneration and Transport be authorised to negotiate the terms of the 10 year lease with an option to break after 5 years with the Wickersley Partnership Trust.
3. That the Assistant Director of Legal Services be authorised to complete the necessary documentation for the lease.

91. THE FUTURE OF MALTBY HALL INFANT SCHOOL

Consideration was given to a report which sought approval for the Maltby Hall Infant School buildings to be demolished and the waste from the demolition to be removed from the school site.

It was noted that Maltby Hall Infant School was a former Local Education Authority managed Infant School that was closed in the summer of 2013. The School site was registered to the Council with freehold title and remained part of the Children and Young People's Services (CYPS) estate.

As the buildings on the school site were vacant and had been subject to vandalism, break-ins and arson attacks; which had increased significantly since February 2016. The school buildings had become dilapidated and posed a danger for persons accessing the school site.

As Commissioner Kenny had declared a personal interest in this agenda item, **Commissioner Myers agreed:-**

1. That approval be given to include the demolition and removal of waste materials at the former Maltby Infant school buildings in the Council's approved capital programme 2016/17 at an estimated cost of £116,877.
2. That these costs be financed from available uncommitted capital receipts.

92. DISPOSAL OF LAND OFF UPPER WORTLEY ROAD, GRANGE PARK, KIMBERWORTH

Consideration was given to a report which detailed a request to purchase land from the Council at Grange Park, Kimberworth by the current tenants, Rotherham Golf Academy (RGA).

It was reported that RGA asked to purchase the site on a number of occasions between 2007 and 2015 but each of these has been refused. As a result of ongoing discussions between the Council and RGA, a sale of the freehold interest had been considered with a minimum value assessed by the Council as being £167,000. A revised counter offer was made by RGA to purchase the freehold interest for £150,000, subject to full settlement of outstanding rent and business rate arrears, and with robust claw-back provisions to protect the Council's long term interests.

It was recommended that the Council accept RGA's offer of £150,000 and dispose of the Council's freehold interest, subject to robust claw-back provisions and restrictive covenants contained within the transfer. This would also be subject to obtaining the necessary verification from the Valuation Office that the private treaty transaction was reasonable, based upon the agreed heads of terms and consideration of the existing lease provisions and robust clawback provisions. This was also subject to all rent and Business Rates charges being fully up to date in advance of the Cabinet and Commissioners' Decision Making Meeting on 10 October 2016.

Commissioner Kenny agreed:-

1. That the disposal of the Council's freehold interest in the land at Grange Park, currently leased to the Rotherham Golf Academy be approved at a sale price of £150k subject to agreeing heads of terms and conditions and obtaining Valuation Office verification.
2. That the Assistant Director of Planning, Regeneration and Transport be authorised to approve the terms and conditions of the proposed disposal.
3. That the Assistant Director of Legal Services be authorised to negotiate and complete the necessary documentation.

93. PROPOSAL TO EXPAND CAPACITY AT LAUGHTON JUNIOR AND INFANT SCHOOL

Consideration was given to a report which sought approval to extend the classroom sizes at Laughton Junior and Infant School at the same time as remedial building work to increase the capacity of the school.

It was reported that Laughton J & I School has some building condition defects requiring remedial work and improvement including external teaching and learning spaces requiring replacement. It was recommended that the current capacity for 168 pupils be increased to a capacity for 210 pupils. With a further permanently increase in the schools Public Admissions Number to 30 starting with the 2017/18 Foundation Stage 2 (Reception) cohort and subsequent Foundation Stage 2 (Reception) cohorts thereafter.

Resolved:-

1. That the proposal to increase the schools PAN from 24 to 30 commencing with the 2017/18 Foundation Stage 2 (Reception) cohort intake and subsequent Foundation Stage 2 (Reception) cohorts thereafter be approved
2. That the expansion of the premises to raise the maximum pupil capacity number from 168 to 210, to coincide with building work to address condition defects be approved.

94. HOUSING REVENUE ACCOUNT (HRA) 30 YEAR BUSINESS PLAN

Consideration was given to a report which provided a detailed technical overview of the current position and the reason for changes to the Housing Revenue Account (HRA) 30 Year Business Plan.

It was noted that the HRA recorded all expenditure and income relating to the provision of council housing and related services, and the Council was required to produce a HRA Business Plan setting out its investment priorities over a 30 year period.

Following the introduction in 2012 of HRA self-financing, whereby the Council was awarded control over its HRA in return for taking on a proportion of national housing debt, Rotherham's HRA was in a strong position with a healthy level of reserves. However, it was reported that a number of policies had been introduced by central government that would result in a dramatic reduction to HRA resources, namely:

- 1% per annum reduction in Council rents over four years:
- Reinvigoration of the Right to Buy (reduction of qualifying period to three years): Reducing stock
- Welfare reform - bedroom tax, universal credit and benefits cap: Impacting on tenants' ability to pay their rent, and increasing the resources required by the Council to collect rent from tenants in receipt of benefits
- Introduction of 'Pay to Stay' and mandatory fixed term tenancies: Which will significantly increase the administrative burden on the Council, and may also lead to increased Right to Buy sales / more lost stock
- Introduction of the enforced sale of high value properties / equivalent levy: Meaning the Council will have to pay in the region of £2m annually to the Treasury, to cover the costs of the discounts housing associations must offer now they can offer the Right to Buy to their tenants

It was reported that the cumulative effect of such changes was that £51m of savings were likely to be required by 2020-21 when compared to the previous business plan, meaning that the Council would need to take difficult decisions about prioritisation, and how to achieve the best balance between:

- Maintaining and continuing to improve our 21,000 Council homes
- Contributing to the borough's housing growth target of 900 homes per annum
- Contributing to the development of Starter Homes and other affordable housing products that are needed locally and will play a critical role in Rotherham's overall economic growth

In agreeing the recommendations, it was noted that the report would be forwarded for debate by the Council on 19 October 2016

Resolved:-

1. That the proposed 2016-17 Base Case for the HRA Business Plan be approved.
2. That agreement be given to review the plan annually to provide an updated financial position as new government regulations come into force.

95. HOUSING REVENUE ACCOUNT ASSET MANAGEMENT PLAN 2016-2019

Consideration was given to a report which presented the new Housing Revenue Account (HRA) Asset Management Plan 2016-19.

It was reported that the Plan had been produced in liaison with various teams across the Council and consultation had taken place with staff, partners, residents, members and the Chartered Institute of Housing.

It was noted that the Plan had been developed in the context of less financial resources, losing good stock through the Right to Buy process, needing to address fuel poverty, whilst trying to meet the needs of a changing demographic. It was confirmed that the new Asset Management Plan aligned with the new HRA Business Plan and Investment Strategy.

Resolved:-

That the HRA Asset Management Plan 2016-19 be approved.

96. INTRODUCTION AND USE OF A NEW RECHARGEABLE REPAIRS POLICY FOR TENANTS LIVING IN RMBC HOUSING STOCK

Consideration was given to a report which sought approval of a new Rechargeable Repairs Policy to fairly recharge tenants for damage, neglect and misuse of council owned housing.

It was reported that the purpose of a new Rechargeable Repairs policy was to promote and help enforce the Council's Tenancy Agreement. It was anticipated that this will ensure that the Council adopted a proactive approach to reducing the volumes of rechargeable repairs and would be reimbursed from residents who cause damage. It would also help to achieve a reduction in the value of aged debt caused by unpaid recharges.

It was noted that the policy would ensure that there was a consistent, fair, transparent, simple but targeted approach to recharging residents for genuine damage caused by wilful and knowing neglect, misuse or abuse.

Resolved:-

1. That the new Rechargeable Repairs Policy be adopted, which will enable RMBC to fairly recharge tenants for wilful damage, neglect and misuse of property.
2. That the Council reserve the right to commence appropriate legal action to recover the cost of the recharges against tenants for non-payment or defaulting on a payback agreement.
3. That a standard set of charges be used for recharge purposes, based on current contractor schedule of rates items, which have been identified as the most common type of rechargeable repairs raised.
4. That the Council reserve the right to refuse some basic repairs in tenant's homes. This may only occur if repairs are deemed rechargeable, have no security or safety implications for residents or their family, the resident has an existing debt caused by previous recharges and a poor history of making agreed payments to RMBC for the debt.
5. That approval be given for all urgent health and safety repairs, including gas and electrical repairs and those completed by RMBC to be recharged back to the tenants if deemed rechargeable.
6. That the Council reserve the right to exercise discretion in rechargeable repair cases where tenants or family members are vulnerable or are experiencing mental health or other domestic issues.

7. That the Council recharge tenants for unproductive time for trade operatives, where the tenants have failed to allow access for an appointment which has been mutually agreed to carry out a rechargeable repair.

97. HOUSING INCOME - SERVICE DEVELOPMENT AND CHANGE PROPOSAL

Consideration was given to a report which sought approval for the implementation of a Service Development Proposal, which would require significant additional investment of £638,000 for implementation, which was proposed to be funded from the Housing Revenue Account (HRA).

It was noted that the Council's Housing Income Service collected circa £84m per annum in rent and other charges from approximately 21,000 council homes. A large proportion of tenants are in receipt of full housing benefit (34%) or partial housing benefit (30%). The collection of income had become more and more challenging due to changes in the benefit system and the rolling out of Welfare Reform. This had been evidenced by an increase in tenant arrears.

It was reported that the Council had a number of challenges to overcome in order to maximise its housing related income streams into the Housing Revenue Account (HRA). Generating the income would allow for effective delivery of essential services and also for the investment in new social housing funded by the HRA.

It was further reported that the new delivery model for Housing Income resulting from a service development proposal would enable the Council to provide more focus and capacity on better sustaining Council tenancies (reducing homelessness and poverty in doing so), maximising housing income collection in all of its forms and minimising debts of tenants as customers of the service.

Resolved:-

1. That approval be given to implement a service development and change proposal for the Housing Income Service, which will deliver a new operating model for the provision of more effective and timely Financial Inclusion and Tenancy Support Services.
2. That approval be given to an additional £638,000 from the Housing Revenue Account, to invest in and implement the new operating model.

98. PROPOSED SALE OF THE LAUNDRY ROOM AND TWO GUEST BEDROOMS AT SORREL SYKES NEIGHBOURHOOD CENTRE, WHISTON

Consideration was given to a report which sought to dispose of the laundry room and two guest bedrooms at the Sorrel Sykes Neighbourhood Centre in Whiston.

It was reported that the leaseholder of 1 Sorrel Sykes Close, Whiston had expressed an interest in purchasing the ground floor laundry room and the two upper floor guest bedrooms that form part of the decommissioned Sorrel Sykes neighbourhood centre, to enable the addition of space into his existing home. The leaseholder's property consisted of a self-contained flat which formed the large part of the first floor of the centre and was the former warden's flat.

It was noted that the Sorrel Sykes Neighbourhood Centre was closed in 2015 following approval to convert the ground floor of the building to residential dwellings. Therefore the guest bedrooms and the laundry room would not be required to progress the ground floor residential conversion and the proposed disposal to the applicant would make best use of the redundant space.

Resolved:-

That approval be given to the disposal of the redundant laundry room and former guest bedrooms by private treaty to the owner of the upper floor flat of the Sorrel Sykes Close former neighbourhood centre.

99. DIRECTIONAL SIGNING POLICIES: TOURIST, TEMPORARY AND NON-STRATEGIC LOCAL DESTINATIONS

Consideration was given to a report which sought authorisation to update the existing policies and charges for the provision of directional traffic signs to tourist, temporary and non-strategic local destinations.

It was reported that policies and procedures regarding tourist, non-strategic local destination (previously called 3rd party) or temporary directional signing were last updated in 2010. The prescribed signing legislation and guidance from the Government changed in 2016 and consequently the Council's policies and procedures had been reviewed with the revised versions submitted for approval.

Resolved:-

That approval be given to the updated policies, procedures and charges as detailed in this report.

100. INTERIM REPORT ON THE CONSULTATION PROCESS FOR THE FUTURE DIRECTION OF PUBLIC HEALTH RESULTING FROM FURTHER REDUCTIONS TO THE PUBLIC HEALTH GRANT

Consideration was given to a report which detailed the interim findings from the consultation process up to 1 September 2016 for the future direction of Public Health services in Rotherham.

It was reported that a series of measures had been introduced to balance the Public Health budget for 2016/17 and proposals for future savings in 2017/18 had also been explored and achieved through existing contract tenders which were due to expire by March 2017. It was noted that any final proposals for further savings would be considered alongside other service proposals as part of the Council's 2017 /18 budget setting process. The findings of the public consultation would also be considered and will inform the future direction of Public Health services in Rotherham.

Resolved:-

1. That the interim findings of the Public Health consultation be noted.
2. That, following initial responses, the timeline for further stakeholder and public consultation be endorsed.
3. That a further report on the five year vision for Public Health in Rotherham be submitted to a future meeting.

101. REVIEW OF NEIGHBOURHOOD WORKING

Consideration was given to a report which set out the proposed new Vision Statement for Neighbourhood Working in Rotherham, as part of the Corporate Improvement Plan's objective for a new model of citizen engagement and neighbourhood working.

It was reported that the scope of the review had comprised three elements:

- creating a council wide policy and approach to neighbourhood working,
- developing a multi-agency approach to neighbourhood working and
- following the adoption of the new locality model a review of the role and funding of the Neighbourhood Partnerships and Engagement Service.

A Members Working Group had been established to lead the review, which had undertaken visits to four local authorities to experience and learn from different best practice models of neighbourhood working, as well as a desk-top review of different local authority neighbourhood models.

Having undertaken a review, the following draft Vision Statement had been developed together with three working Principles that underpin its delivery:

“Putting communities at the heart of everything we do by

- *Councillors working with their communities on what matters to them*
- *Listening and working together to make a difference*
- *Supporting people from different backgrounds to get on well together*

..... to help make people healthier, happier, safer and proud”

It was noted that the Neighbourhood Working Review would continue its work to identify how the principles and vision could be put into practice in future, with a specific focus on the future of Area Assemblies and options for devolved budgets for ward councillors.

Resolved:-

1. That the progress on the review and the proposed new Vision Statement and Principles for neighbourhood working be noted.
2. That a further report be submitted outlining proposals from the Elected Member Working Group on the future of the Council's Area Assemblies and options for a devolved budget for councillors.

102. EXCLUSION OF THE PRESS AND PUBLIC.

Resolved:-

That under section 100(A) of the Local Government Act 1972, the Public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12(A) of such Act indicated, as now amended by the Local Government (Access to information) (Variation) Order 2006.

103. TRANSFER OF HRA LAND AT ELGAR DRIVE/ MORTIMER ROAD, MALTBY

Consideration was given to a report in respect of the transfer of Housing Revenue Account land at Elgar Drive and Mortimer Road in Maltby.

Resolved:-

1. That approval be given to the transfer of HRA land at Elgar Drive/ Mortimer Road, Maltby to South Yorkshire Housing Association for nil value.
2. That it be noted that delivery of this wholly affordable housing scheme is challenging for South Yorkshire Housing Association and they will lose money over the 35 year mortgage term. However, they are willing to honour their commitment to the Council to deliver these new homes.
3. That it be noted the Council will receive “nomination rights” and the properties will be occupied by people who are on the Council’s waiting list and that process will be managed by Keychoices.

Public Report
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Title: The Implementation of the Regional Adoption Agency (RAA)

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

Yes

Strategic Director Approving Submission of the Report

Ian Thomas – Strategic Director, Children and Young People's Services

Report Author(s)

Ian Walker, Acting Head of Service, Children in Care

Ward(s) Affected

All

Summary

The Government sees Regionalising Adoption as a key strategy to meet its aims of adoption reform. The 2016 Children and Adoption 2016 White paper requires all councils to become part of a Regional Adoption Agency (RAA) by the end of the current parliament; the Secretary of State having power to enforce if necessary. The key objectives of regionalisation are in accord with those of Rotherham's Adoption Service and are:

- To increase the speed of decision making for children whose needs can be met through adoption.
- To increase the number and speed of recruitment of adoptive families able to meet their needs.
- To improve the quality and availability of support to families after adoption.

This report provides an update on the national and regional position regarding the development of RAAs, and makes recommendations for the engagement of Rotherham Council, alongside the other Yorkshire and Humber Local Authorities, in partnership with the Voluntary Adoption Agencies, to build on the existing regional consortium framework to establish 3 RAAs; South; West; and North & Humber, supported by a regional hub.

Recommendations

1. That the report be received and the progress made and date and work completed be noted.
2. That the planned delegation of a range of adoption functions to the new Regional Adoption Agency be endorsed.
3. That the proposal to develop a detailed business case to underpin a new model with Doncaster Children's Services Trust (DCST) hosting the new RAA on behalf of all Local Authority members be supported.

List of Appendices Included

None

Background Papers

'Adoption a vision for change', DfE, March 2016

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 30 September 2016

Council Approval Required

No

Exempt from the Press and Public

No

Title: The Implementation of the Regional Adoption Agency (RAA)

1. Recommendations

- 1.1 That the report be received and the progress made and date and work completed be noted.
- 1.2 That the planned delegation of a range of adoption functions to the new Regional Adoption Agency be endorsed.
- 1.3 That the proposal to develop a detailed business case to underpin a new model with Doncaster Children's Services Trust (DCST) hosting the new RAA on behalf of all Local Authority members be supported.

2. Background

- 2.1 In March 2016 the Department of Education report, 'Adoption: A Vision for Change' set out plans for adoption reform as part of the overarching vision for transforming the quality of children's social care services by 2020. The key objectives identified were:-

- To reverse the marked decline in the numbers of adoptions;
- To address concerns that some children still wait too long for adoption;
- To address concerns that too many families miss out on vital support services;
- To address concerns that some children fail to get the permanence option that would be in their best interests.

- 2.2 The issues that the government are seeking to address within adoption reform are:-

2.2.1 Inefficiencies

The current system is fragmented with around 180 agencies, both Local Authority and Voluntary Adoption Agencies (VAA), recruiting and matching adopters for 5,000 children per year. The majority of agencies are operating at a very small scale and this hinders strategic planning and economies of scale.

2.2.2 Timeliness of placing children

Whilst there has been improvement in the performance of Local Authorities in placing children swiftly with adoptive families it still takes an average of 593 days from a child entering care to being placed for adoption. Although within Rotherham the average time is only 296 days it is anticipated that this would reduce further via the RAA due to there being a much larger pool of potential adopters available to consider for matching. This is particularly the case with harder to place groups of children, often older, within a sibling group or with a disability.

2.2.3 Adopter recruitment

Over the years there has been improvement nationally in both the number of adopters recruited and the timescales to achieve this. However, whilst the number of approved adopters nationally and in this region is now greater than the number of children waiting, many of these adopters are less willing to consider those children who are harder to place. Within Rotherham, the numbers of prospective adopters formally registering their interest fell from 51 in 2014/15 to 30 in 2015/16 and those approved reduced from 32 to 15 over the same period. Once again, it is reasonable to assume that pooling resources and expertise that the RAA should be better placed to arrest this decline.

2.2.4 Adoption support

Adoption support is currently fragmented and characterised by a combination of in-house and spot purchased arrangements, with often significant variations between local authority areas. A third of families reach crisis point, with 3% of children returning to care, which has a devastating effect on both child and adopter family. Over the course of 2015/16, Rotherham experienced 2 adoption disruptions and the lessons learned reviews undertaken after one of them have indicated that more timely and intensive support may have assisted in preventing the breakdown and that limited resources were a factor. Once again, the pooled resources in an RAA would assist in respect of post adoption support.

- 2.3 Regionalising and scaling up the adoption services is a key feature of Government strategy to address these concerns and Local Authorities (LAs) and Voluntary Adoption Agencies (VAAs) have been asked to propose the most suitable model, scale and scope for these regional agencies according to individual regional profile and need.

3. Key Issues

- 3.1 LAs across the Yorkshire and Humber region have developed a proposed regional approach, which propose the creation of three RAAs: South; West; and North & Humber, supported by a regional hub. Yorkshire and Humber has for some time been seen as a leader in this field and was one of 19 'early adopter' projects supported by DfE with a grant of £480,000 for the development phase. The key features of the Yorkshire and Humber proposal are:-
- Its potential to achieve significant scale, economies and consistency through a hub and spoke model;
 - Its history and constructive engagement with the Voluntary Adoption Sector;
 - It actively engages with Adopters and Young People in its design;
 - Its innovative approach to practice and focus on improving outcomes for children.
- 3.2 Subject to formal approval The South Yorkshire RAA, would comprise of Rotherham, Barnsley, Sheffield and Doncaster LAs and the Doncaster Children's Service Trust, with Doncaster Children's Services Trust being the host agency.

- 3.3 Development of the RAA involves complex decisions in respect of financial contribution, HR and governance arrangements. As such, a Board has been established to oversee this key national policy development and comprises:
- Directors of Children's Services of all South Yorkshire Authorities and the Chief Executive of Doncaster Children's Services Trust or their representatives, with delegated authority to make decisions;
 - Heads of Service of all LA and Trust Adoption services;
 - VAA Representatives;
 - Adopter Representatives.
- 3.4 Under existing proposals services currently provided by the council's Adoption teams would be delivered by the new RAA to include:
- Recruitment, assessment and approval of Adopters;
 - Family finding for children who have a placement order;
 - Adopter training;
 - Adoption support;
 - Partner adoption assessments.
- 3.5 The LA or Trust Children's Social Work service would continue to have responsibility for:
- Children's care planning decisions;
 - Matching decisions;
 - Life story work and later in life letters.
- 3.6 Under proposed new arrangements the regional hub would be responsible for a range of functions including: performance data collection and analysis to enable tracking and service planning; some adopter and staff training; and other coordinating functions, designed to enhance consistency and economies of scale.
- 3.7 The key benefits of proposed regional approach would be:
- To strengthen the specific service focus on best outcomes for children requiring adoption;
 - To increase the choice of families available to improve matching;
 - To improve the preparation of adopters to meet the needs of the children placed with them;
 - To improve the range and accessibility of support to families at all stages of their adoption journey;
 - To develop relationships with the Voluntary Adoption and Support Agencies which make best use of their unique contributions to a comprehensive, broad based adoption service;
 - To strengthen the involvement of adoptive parents as partners in meeting their children's needs;
 - To strengthen joined up working between LAs, Voluntary Agencies, NHS and other providers to promote the shared responsibility for the care and outcomes for Yorkshire and Humber Children;
 - To build on the region's reputation as a Practice Leader and Innovator in Adoption;
 - To deliver economies of scale through shared delivery, 'back-office' support and management.

- 3.8 There are opportunities for additional funding across the RAAs, with a further £16m allocated by the DfE to: support systemic innovation and practice redesign; improve the skills of the workforce to support permanence decisions; and provide high quality adoption support. A separate application for funding has been submitted to the DfE to begin the development of a Regional Centre of Excellence, combining Children's Social Care, Schools, Universities and Health and Third Sector services, to improve the range and quality of support and resources available to families and professionals across the region. If successful, this will form a central part of the Regional Hub.

4. Options considered and recommended proposal

4.1 Option 1: RAA is hosted by a single Local Authority (LA) on behalf of other LAs

- 4.1.1 This option would provide an apparently simple solution and would ensure continuity of LA 'Terms and Conditions' and pension rights for all staff. It is a model currently being explored in a number of regional development projects. It is possible for LAs to delegate service delivery to another LA through a joint venture. However, the Doncaster Children's Services Trust (DCST) would be unable to join the LA led venture without approval from the Secretary of State due to the legal restrictions imposed by its status as a Trust. This option would also require close partnership with a VAA in order to meet DfE requirements for integral VAA involvement. Given the aforementioned, this is not the preferred option.

4.2 Option 2: RAA is formed as a company limited by guarantee

- 4.2.1 This option would require the establishment of a new company. For such a large complex organisation this would be costly and time consuming. Specialist independent advice has been sought. Staff would not have continuity of LA 'Terms and Conditions' and pension rights unless the body obtained admission to the South Yorkshire Pensions Authority. Should the organisation be admitted, advice is that employee contributions would increase by approximately 50% to 100%. The options appraisal concluded that although this model would provide the means by which an RAA could operate development of a new delivery vehicle would be unnecessary and costly. LA adoption workers have been consulted nationally and the issue for staff of losing pension rights would place the service at risk of losing a large number of experienced workers. Therefore (and given the above) this is not the preferred option.

4.3 Option 3: RAA is formed by LAs and VAAs combining under an existing brand (e.g. Barnardo's or Coram) with co-ownership of the brand by VAAs and LAs

4.3.1 This option would bring a national perspective to the local region but would also see local services brought under the management of a separate national body. No national body has indicated they have the capacity to undertake further regional development and it was the view of the Board that there was no benefit to be gained from incorporation of a large national organisation, as local relationships already formed are strong and the knowledge base extensive. As with the option above, staff 'Terms and Conditions' and pension rights would be affected and loss of pension rights would place the service at risk of losing a large number of experienced workers. Therefore it is not recommended that this option is pursued.

4.4 Option 4 (preferred option) RAA is formed by LAs combining under Doncaster Children's Services Trust to form a company jointly governed by LAs, and the DCST VAA

4.4.1 This option is the favoured option given it seems able to provide the most effective and efficient means of developing and delivering the new RAA for the following reasons:-

- DCST is able to meet all the benefits of the LA option outlined above and also brings added value as an independent organisation;
- DCST is an existing VAA and an independent Trust and so this meets Government aspiration for VAA led solutions. Other RAAs have proposed a LA lead in the absence of a local VAA, with LA experience. In South Yorkshire stakeholders already have the ability to harness the expertise of the DCST in management of a VAA delivering a full LA service;
- DCST has current experience of transferring children's statutory services from the council into a new organisational framework. This has entailed: development of a Company Limited by Guarantee; TUPE of the children's workforce; development of a new infrastructure; and framing a company vision and identity. Learning from this venture has informed the RAA project development to date;
- The work outlined above included registration of the adoption service as a VAA. This has entailed development of services capable of working to both the VAA and LA service expectations in Ofsted inspection. In inspection last year the Adoption service achieved 'Good' in both the VAA inspection and Local Authority SIF;
- As a VAA DCST is able to apply for funding unavailable to LAs and participate in national VAA led developments;
- DCST has Secretary of State Dispensation for LA pension rights for all employees. This ensures that all staff will be able to transfer under TUPE with all employment rights retained and with the same contribution costs as those of a LA. Pension and employment rights are a major issue for staff and this benefit cannot be underestimated;
- The proposed model includes development of a governing body independent of the Trust with equal representation from all Local Authorities and the Trust. The RAA would be required to report to

the Board and to meet agreed 'Key Performance Indicators'. Financial, resource and staffing issues would be subject to board approval. In this way the model replicates the organisational independence aspired to in option 2.

5. Consultation

- 5.1 Full and formal consultation will take place when formal agreement is given by all relevant bodies although members of the Adoption team in Rotherham are aware of the proposals and the broad scope implications for their terms of employment. A commitment has been given to them that there will be senior management attendance at a monthly meeting in which they will be supported by the Unions in order to keep them fully informed of any developments. The first of these was held on the 5th October 2016.
- 5.2 The outline proposals for the RAA were presented to the Overview and Scrutiny Management Board on the 30th September 2016. It was presented to the Board that the regionalisation of adoption services was designed to speed up the process for children by ensuring that authorities pooled their resources in respect of assessing prospective adopters and matching children to placements. It was emphasised that this was very much a Government driven agenda and despite the fact that RMBC can report comparably favourable performance in respect of the Adoption Scorecard the Secretary of State has reserved the right to forcibly remove the responsibility for adoption from any local authority that is deemed to be moving towards a regional approach with insufficient speed.
- 5.4 The Management Board recognised this issue but voiced significant reservations regarding any proposal that DCST would be considered as the 'host' for the South Yorkshire RAA given their historical failings as a social care provider. Concerns were also raised that with DCST and DMBC both being on the management board they may be able to exert undue influence over future service delivery models.
- 5.5 Assurances were given that the children within Rotherham would be kept central to the process of development of the RAA and that any aspects of the project that were identified as a potential risk to the positive outcomes for those children would be strenuously opposed. A commitment was also given to Management Board to keep them fully updated with any future proposed developments including the terms of reference and the governance arrangements once these have been drafted prior to RMBC making any commitment to them.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The proposed timeline for development of the South Yorkshire is for implementation in October 2017 in order to allow the project team to develop a detailed business case, undertake due diligence checks and seek all necessary executive approvals.

7. Financial and Procurement Implications

- 7.1 The financial model is currently under development. The service will seek to provide enhanced service provision within current funding levels:
- 7.2 There are currently no finance implications as a result of recommendations in this report, however, before final approval of the operating model a detail financial analysis needs to be considered;
- 7.3 A full business case detailing projected costs and setting out funding arrangements will form part of the next stage of the process and will be reported back to Cabinet early next year 2017.

8. Legal Implications

- 8.1 It is suggested that the favoured option will entail the formation of a company jointly governed by the local authorities concerned and DCST. Reference is also made to VAAs being connected to the RAAs by means of a joint venture arrangement. These proposals are potentially complex. Legal representatives of each of the councils and DCST will need to be involved at an early stage in discussions to ensure that a solution is delivered within the proposed timescale, which also provides the most effective and efficient means of developing and delivering the new RAA.
- 8.2 There are a number of means by which the new body may be constituted and these are currently subject to legal advice. Key principles of the constitution include:
- A detailed Service Level Agreement or constitution;
 - TUPE of relevant staff;
 - Agreed budget and risk sharing agreements;
 - Key performance targets and monitoring agreements;
 - Accountability of the organisation to the Board and to all LAs and the DCST.

9. Human Resources Implications

- 9.1 All relevant staff will be subject to TUPE. All LAs and the DCST have admitted body status into the South Yorkshire Pensions Authority, which maintains consistency for staff. HR leads from all organisations have begun to scope arrangements and are confident that this process can be effectively managed. All staff have been briefed about the national agenda and proposed local solutions. Feedback from staff is generally positive about the proposals.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 It is anticipated that by pooling expertise, staffing and other resources the number of children looked after by Rotherham MBC successfully placed with adoptive parents and speed in which such placements are made will significantly increase. By achieving permanence in this way the outcomes for these children will improve.

11. Equalities and Human Rights Implications

- 11.1 The implementation of the RAA should support the Human Rights Implication in respect of the Right to Family Life.

12. Implications for Partners and Other Directorates

- 12.1 The transfer of the current adoption team to the RAA is likely to impact on Partners and other Directorates. This will be considered in more detail as the detailed business case is developed.

13. Risks and Mitigation

- 13.1 There is a risk that unless Rotherham MBC actively engages in the formulation of an RAA then the Secretary of State would enforce this process in any event. This risk would be mitigated by the implementation of the proposals contained in this report. It is the current view of the Board that implementation of a South Yorkshire RAA is achievable in 2017. All authorities and DCST are confident this will improve services to adopted children. Failure to continue with this programme risks removal of DfE funding and direct government instruction.

14. Accountable Officer(s)

Ian Walker Interim Head of Service, Children in Care

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- Mark Chambers

Assistant Director of Legal Services:- Neil Concannon

HR Services – Teresa Caswell

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

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Public Report
Cabinet and Commissioner Decision Making Meeting

Council Report

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title

Bassingthorpe Farm: Proposed disposal of land forming part of Bassingthorpe Farm housing allocation

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

Yes

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director of Regeneration and Environment

Report Author(s)

Lucy Mitchell – Senior Project Officer, Economic Development

Ward(s) Affected

Rawmarsh, Rotherham West and Wingfield

Summary

The purpose of this report is to seek in principle approval to dispose of the Council owned land that forms part of the Bassingthorpe Farm housing allocation, in line with the recommended 'delivery route'.

Recommendations

1. That the land owned by the Council forming part of the Bassingthorpe housing allocation be disposed of, as part of the Council's commitment to deliver more homes in the Borough.
2. That the recommended delivery route to secure a 'Promoter Partner' or 'Delivery Partner' be progressed by undertaking an Official Journal of the European Union (OJEU) procurement exercise to market the site, in partnership with Fitzwilliam Wentworth Estates.
3. That the Strategic Director of Regeneration and Environment Services be authorised to negotiate the Collaboration Agreement and Equalisation Agreement, the final terms of which will be reported to a future Cabinet and Commissioners' Decision Making Meeting for consideration.
4. That the Assistant Director of Legal Services be authorised to prepare the Collaboration Agreement and Equalisation Agreement between the landowners.

5. That approval be given to an exemption under Standing Order 38 from Standing Order 48 (requirement for contracts valued at more than £50,000 to be tendered) to enable the work detailed in item 3.4 of this report to be awarded to the contractor.

List of Appendices Included

Appendix 1 Bassingthorpe Farm location, land ownership plan & additional sites

Appendix 2 Additional information of delivery options

Background Papers

Advisory Cabinet/Commissioners' Decision Making Meeting

18th January 2016

Suspension of Standing Orders for various commissions supporting work on the Bassingthorpe Farm Delivery Project.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Proposed Disposal of Land Forming Part of the Bassingthorpe Farm Housing Allocation

1. Recommendations

- 1.1 That the land owned by the Council forming part of the Bassingthorpe housing allocation be disposed of, as part of the Council's commitment to deliver more homes in the Borough;
- 1.2 That the recommended delivery route to secure a 'Promoter Partner' or 'Delivery Partner' be progressed by undertaking an Official Journal of the European Union (OJEU) procurement exercise to market the site, in partnership with Fitzwilliam Wentworth Estates;
- 1.3 That the Strategic Director of Regeneration and Environment Services be authorised to negotiate the Collaboration Agreement and Equalisation Agreement, the final terms of which will be reported to a future Cabinet and Commissioners' Decision Making Meeting for consideration;
- 1.4 That the Assistant Director of Legal Services be authorised to prepare the Collaboration Agreement and Equalisation Agreement between the landowners;
- 1.5 That approval be given to an exemption under Standing Order 38 from Standing Order 48 (requirement for contracts valued at more than £50,000 to be tendered) to enable the work detailed in item 3.4 of this report to be awarded to the contractor.

2. Background

- 2.1 The Bassingthorpe Farm project represents a pivotal part of Rotherham's housing allocation defined in the Local Plan. The project is a proposed joint venture between the Council and Fitzwilliam Wentworth Estate (FWE), bringing land forward in partnership to deliver 2,400 homes to the North West of Rotherham town centre.
- 2.2 The initial study area for the Bassingthorpe Farm project is shown in Appendix 1 and is comprised of land under the ownership of either the FWE or the Council. FWE own the majority of the landholdings, with the gross land area split approximately:-
 - 73% owned by Fitzwilliam Wentworth Estates; and
 - 27% owned by the Council.
- 2.3 The ownership is also shown in Appendix 1 by the colour coded shading. The land in question is broadly in agricultural use and formed part of Rotherham's Green Belt between residential areas in Greasbrough to the west and a commercial area to the east at Barbot Hall and Parkgate.

- 2.4 Bassingthorpe Farm is identified as a strategic allocation in the Local Plan Core Strategy and was removed from the Green Belt on its adoption on 10 September 2014. The Concept Framework for the site proposed 2400 new dwellings and also includes 11 Ha of employment land, a local health centre, primary school, and a local centre together with the green and social infrastructure necessary to create facilities to serve the new and existing communities. The concept framework identifies a developable area of approximately 80 Ha (198 acres).
- 2.5 The Local Plan policy for the site states that the Concept Framework will be used as the basis for further comprehensive masterplanning to assist with the delivery of the site.
- 2.6 The delivery of the site is critical if the Council is to meet its housing delivery targets and a Steering Group has been established to ensure delivery of the site is progressed and ensure proper governance. Representation on the Steering Group includes senior officers from across Planning, Regeneration, Housing, Finance and Property Services, along with representation from FWE, the HCA and the Cabinet Member for Jobs and the Local Economy.
- 2.7 Progress and activity reports are prepared by the sub groups and reported through to Members as and when required.
- 2.8 In addition to the Bassingthorpe strategic allocation, there are two further sites labelled A and B at Appendix 1 that officers have previously secured authority to dispose of. However, due to the connectivity and relationship with Bassingthorpe Farm, consideration is being given to inclusion of these sites in the overall Bassingthorpe project. Alternatively, the sites could be marketed in advance of the Bassingthorpe project to try and achieve exemplar developments in advance of Bassingthorpe commencing.

3. Key Issues

- 3.1 More certainty around developable areas and constraints to development is required to assist future developers to better understand the viability of the site. As such HCA funding (£100,000) has been secured to provide additional information in relation to matters identified by the steering group, including:
- Transport Infrastructure
 - Drainage
 - Utilities
 - Masterplanning
 - Commercial viability
- 3.2 Following approval from Advisory Cabinet/Commissioners Decision Making Meeting on the 18th January 2016, consultants have been appointed and have commenced work on all of the 5 areas identified above. These work areas will result in the further development and refinement of the existing concept plan and production of a revised masterplan for the site. All of the work detailed above is currently underway and a masterplan for the site is expected to be available in November 2016.

- 3.3 Further work around the ground conditions, particularly those associated with the former landfill site and previous coal mining is required. WSP consultants who prepared the initial desk top survey report on the ground conditions have provided the landowners with a quote for undertaking further investigative work. This was initially approved at the Cabinet/Commissioners Decision Making Meeting on the 18th January 2016 but additional work to inform the drainage strategy for the site has been requested to reaffirm assumptions in the masterplan and offer increased certainty to partners going forward.
- 3.4 WSP's quote was originally £45,000 and previously approved as being exempt under Standing Order 38 from Standing Order 47 (requirement for contracts valued at less than £50,000). However the cost of the work at £68,276 needs further approval as being exempt now under Standing Order 38 from Standing Order 48 (requirement for contracts valued at more than £50,000 to be tendered). An allowance for compensation to tenant farmers for crop damage and replacement of fencing has been included within this overall cost estimate of £68,276.
- 3.5 One of the key issues to be addressed now is the 'delivery route' that the landowners should pursue to bring about the development of this land. Further detail on the options considered and the recommended proposal is set out in Section 4 of this report.
- 3.6 Subsequently, there are several other issues that will need to be addressed between the joint venture partners, including but not limited to;
- a) **Marketing of the land** to find a promotion or developer partner that the Council and FWE can work with to use their commercial acumen to deal with planning applications, infrastructure provision and market parcels of land and/or develop the site themselves;
 - b) **Masterplanning of the site** to refine the concept framework plan in conjunction with the Council as the local planning authority;
 - c) **Viability Assessments** to address known issues resulting from the site constraints and anticipated land values to 'de-risk' the site for development to ensure that the site contributes properly towards the Borough's housing allocation during the Local Plan period; and
 - d) **Exploration of funding opportunities** to deliver the level of infrastructure required to facilitate this development. Early discussions have taken place with Sheffield City Region (SCR) colleagues to explore whether city region funding could be secured towards the site infrastructure costs given the strategic importance of the site to the city region. The project is referenced in the draft SCR Infrastructure Investment Plan.

4. Options Considered and Recommended Proposal

- 4.1 A number of delivery options are available to the Council and FWE. Given the scale and complexity of the site, officers sought advice on the delivery options from external consultants, Cushman and Wakefield. A tabulated summary of the strengths and weaknesses of each of these options is set out below, taken from the report, 'Bassingthorpe Farm, Rotherham – Delivery Strategy', July 2014. Further detail taken from the Cushman and Wakefield report on the delivery options is provided in Appendix 2.

	Advantages	Disadvantages
1	Sale of Council sites on the open market	
	Immediate capital receipt	Will not achieve a coordinated approach to delivery
	Simplest means to dispose of the land	Piecemeal disposal could impact on purchaser appetite and risk for the remainder
	Possibility of overage provision for Council to benefit from further proceeds in future	Modest capital receipt due to significant uncertainty (planning etc.)
2	Joint Marketing to achieve comprehensive sale of Council and FWE sites on open market	
	Immediate capital receipt	Will not achieve comprehensive development due to high infrastructure costs and site constraints
	Relatively straightforward way to dispose of the land	Will deliver piecemeal development and developers cherry picking of easier parts of the site.
	Possibility of overage provision for land owners to benefit from further proceeds in future	Modest capital receipt due to significant uncertainty (planning etc.)
3	Partnering – Delivery Partner option agreement (OJEU procurement).	
	Well understood and relatively simple mechanism for disposal favoured by developers and house builders	Land owner has very little control or certainty over timing of receipts

	Minimum expenditure for the landowner	Land owner has limited influence to ensure returns are maximised.
	Transfer of responsibility for planning and delivery entirely onto purchaser	
4	Partnering – Promotion Partner (OJEU procurement)	
	Bring skills and funding to facilitate delivery	15-20% of land receipt plus costs incurred payable to partner.
	Partner's vested interest favourable to pursuing higher land value returns	
	Can be prescriptive in milestones/drawdown obligations	
5	Direct development between Council & FWE	
	Landowner control	Landowners lack capacity, resource and expertise in direct development on this scale
		High cost commitment from outset
		Higher risk strategy with lack of experience and commercial acumen

- 4.2 Cushman and Wakefield advises that the Promotion Partnering route (Option 4) offers the optimum solution in terms of maximising the landowners' returns whilst minimising upfront investment. This approach also suits the nature of the site given the scale, complexity and need to manage multiple delivery outlets. An OJEU process would be required to secure a Promoter Partner.
- 4.3 However, given the timescales and resource commitment associated with any OJEU procurement process, Cushman and Wakefield have advised that the landowners should take a two pronged approach to the OJEU process to secure a Promoter Partner (Option 4) or Delivery Partner (Option 3). Whilst Cushman and Wakefield advises that a Promoter Partner is the optimal solution, a Delivery Partner (Option 3) is also an appropriate means to securing the delivery of this site.

- 4.4 Undertaking an OJEU process that sought a Promoter Partner or Delivery Partner would maximise the chance of successfully procuring a partner to progress delivery of the site. Alternatively the project would experience significant delay if a Promoter Partner wasn't forthcoming and a new OJEU procurement process had to be undertaken. The selection of the partner would be made following the competitive dialogue process and detailed evaluation of the final offers received.
- 4.5 On the basis of the recommended delivery route and Cushman and Wakefield's knowledge of the market, assessment of the site and soft market testing with a mix of house builders, developers and land promoters, their advice is for the landowners to first enter into a Landowner Agreement. This will incorporate Collaboration and Equalisation agreements, and would need to be completed prior to marketing the site.
- i) **Collaboration Agreement:** Both parties agreeing to collaborate in the promotion of their sites in a combined single holding. This will provide the basis (core principles) for the equitable sharing of proceeds.
 - ii) **Equalisation Agreement:** Agreement between the parties on what land is included, what contributions are made to costs and how receipts are shared.
- 4.6 Subject to the approval of this report, it is anticipated that work will commence on the preparation and negotiation of the Collaboration and Equalisation Agreements in anticipation of site marketing activity commencing early in 2017.

5. Consultation

- 5.1 To date, consultation has been via the planning process to allocate Bassingthorpe Farm as a strategic allocation in the Local Plan. Local 'drop in' consultation opportunities were provided in Greasbrough and elsewhere in the Borough for public comment. The Concept Framework became a public document in 2014.
- 5.2 Once the masterplan for the site has been drafted and the process to bring forward Bassingthorpe Farm continues, additional and ongoing consultation is scheduled to take place, including ward member consultation, Member workshops and public consultation as part of the planning process.
- 5.3 Additional and ongoing consultation will also take place with local partners including the Police, Fire and Rescue Service, the NHS, the South Yorkshire Passenger Transport Executive and Sheffield City Region.

6. Timetable and Accountability for Implementing this Decision

6.1 The key stages are:

Stage	Timing from March 2016
Additional masterplanning work to support delivery	March 2016 – November 2016
Marketing, Procurement & Contracting a development partner	April 2017 – August 2018
Preparation and determination of outline planning application and supporting material (may include full elements)	September 2018 – February 2020
Marketing and selection of third party developers/house builders	March 2020 – October 2020
Construction design & procurement	Up to October 2020
Construction of Primary Infrastructure/Site Preparation Works	October 2020
First land sale/start on site (may include detailed planning permission/reserved matters stage)	October 2020 (assume running alongside construction of primary infrastructure)

6.2 This is an indicative programme only and will be subject to further refinement as the project progresses and relevant experts are brought into the project to advise on key elements. The OJEU procurement of a development partner is a lengthy and complex process and the success (or otherwise) of this stage could significantly affect the overall programme and the anticipated start on site.

7. Financial and Procurement Implications

7.1 This is one of the Agreed in Principle projects for which a capital budget of £385,000 has been identified in the Capital Strategy 2016-2021 (£160,000 2016/17, £75,000 2017/18 and £50,000 in each of the following 3 years) approved by Council on 2nd March 2016. This funding is to enable officers to progress key elements of the project including essential highway design work, marketing activity and legal advice requirements. Whilst landowner costs are split proportionately with FWE on the basis of land ownership, initial estimates now suggest that the current funding available will not be sufficient and additional funding from sources such as the HCA and SCR to support the project's further progression have and are being sought.

7.2 The approved capital budget will be used to pay for WSP's appointment to undertake the ground investigations (as reported in paragraph 3.4), at a total maximum cost of £68,276 + VAT.

7.3 As identified in paragraph 3.1 above, the Council has secured funding of £100,000 from the HCA. This funding is to be used to meet the cost of expert consultants appointed to advise on the further development of the existing concept plan and enable the Local Planning Authority to produce a masterplan for the site. The estimated cost of these works is set out in the table below.

Signet Planning	Masterplanning	£16,700
Cushman & Wakefield	Viability appraisal	£15,000
JBA consulting	Drainage strategy	£18,850
WSP	Utilities appraisal	£8,050
SYSTRA	Transport modelling	£33,000
		£91,600

8. Legal Implications

- 8.1 Given the complexity of the project, specialist nature of the Legal requirements and capacity, it is anticipated that much of the work will be undertaken by a specialist provider. However, internal Legal resource will be required to lead and oversee the specialist Legal input to the project.

9. Human Resources Implications

- 9.1 None identified

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 Initial discussions have taken place with colleagues responsible for future education provision. It is anticipated that the Basingthorpe development will see the introduction of a new primary school to ensure children can go to a school local to their home. The provision of this school will be funded through a Section 106 agreement associated with any planning consent for the development. However, prior to it being constructed, provision will be made at Greasbrough primary school, funded by Department for Education Grant funding. Plans for secondary school provision are also being developed through the creation of additional places at Wingfield secondary school to meet the additional demand this development will create. The creation of these additional places at Wingfield will be funded through the Rotherham Community Infrastructure Levy.

11 Equalities and Human Rights Implications

- 11.1 Any new development will comply with all planning and building regulations with regard to meeting disabled access requirements. The addition of 2,400 new dwellings offer different types and tenures and will make a positive contribution to people's chances of securing housing to meet their individual/family needs.

12. Implications for Partners and Other Directorates

- 12.1 The development offers the potential to meet a significant part of the Borough's housing requirement over the next 20 years. It also offers an attractive housing proposition for the Sheffield City Region with its close proximity to Rotherham town centre and other major development initiatives including the Advanced Manufacturing Park and Advanced Manufacturing Innovation District (AMID).

12.2 The scale of the development does mean there will be implications across the Council and for other partner organisations, some of which have already been identified (Finance, Legal, Transport, Education, Health etc.). Consultations with partners and other colleagues will take place in the coming months to ensure all resultant implications are identified, recorded and managed accordingly through a project management approach.

13. Risks and Mitigation

13.1 A comprehensive risk register is being prepared and will be monitored by the project steering group. However, some of the key strategic risks to the project are set out in the following table.

	Risk	Mitigation
1	Failure to procure a delivery partner	Progress on basis of professional advice received which included soft market testing. Undertake further soft market testing to ensure offer remains attractive to the market. Completion of masterplan to add certainty for developers. Further de-risk site through better understanding/removal of site constraints. Improve site viability by securing public sector funding to deliver key infrastructure. Ensure landowner agreements in place prior to marketing.
2	Landowner resource capacity	Supplement existing resource with external professional specialist expertise to advise where necessary. Work with relevant partner organisations who can offer support (Homes and Communities Agency)
3	Fitzwilliam Wentworth Estate seeks to progress the land sale independently of the Council.	Develop relationship and joint working approach through steering group. Progress landowner agreements efficiently and effectively.
4	Securing the necessary consents (planning)	The site is allocated for residential development and the masterplan will add certainty on what should be delivered.
5	Ground conditions (site formerly open cast and landfill site)	Desktop studies are to be supplemented by a limited number of intrusive ground investigations to better understand the ground conditions and identify mitigations measures.

14. Accountable Officer(s)

Paul Woodcock – Assistant Director of Planning, Regeneration and Transport

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:-

Approved by: Jon Baggaley, Finance Manager, Regeneration & Environment and Capital

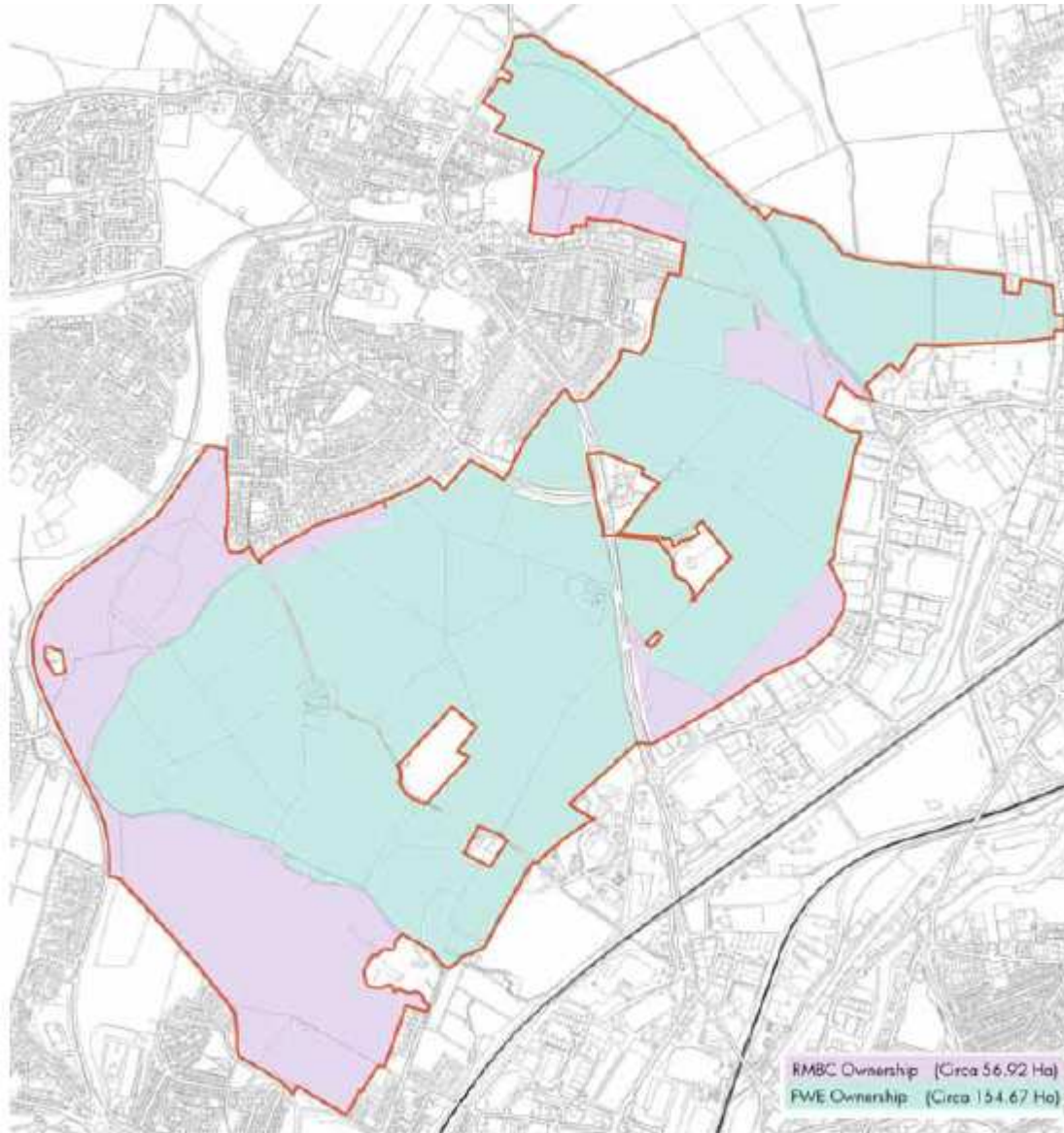
Assistant Director of Legal Services:-

Approved by: Stuart Fletcher, Service Manager (Commercial & Governance)

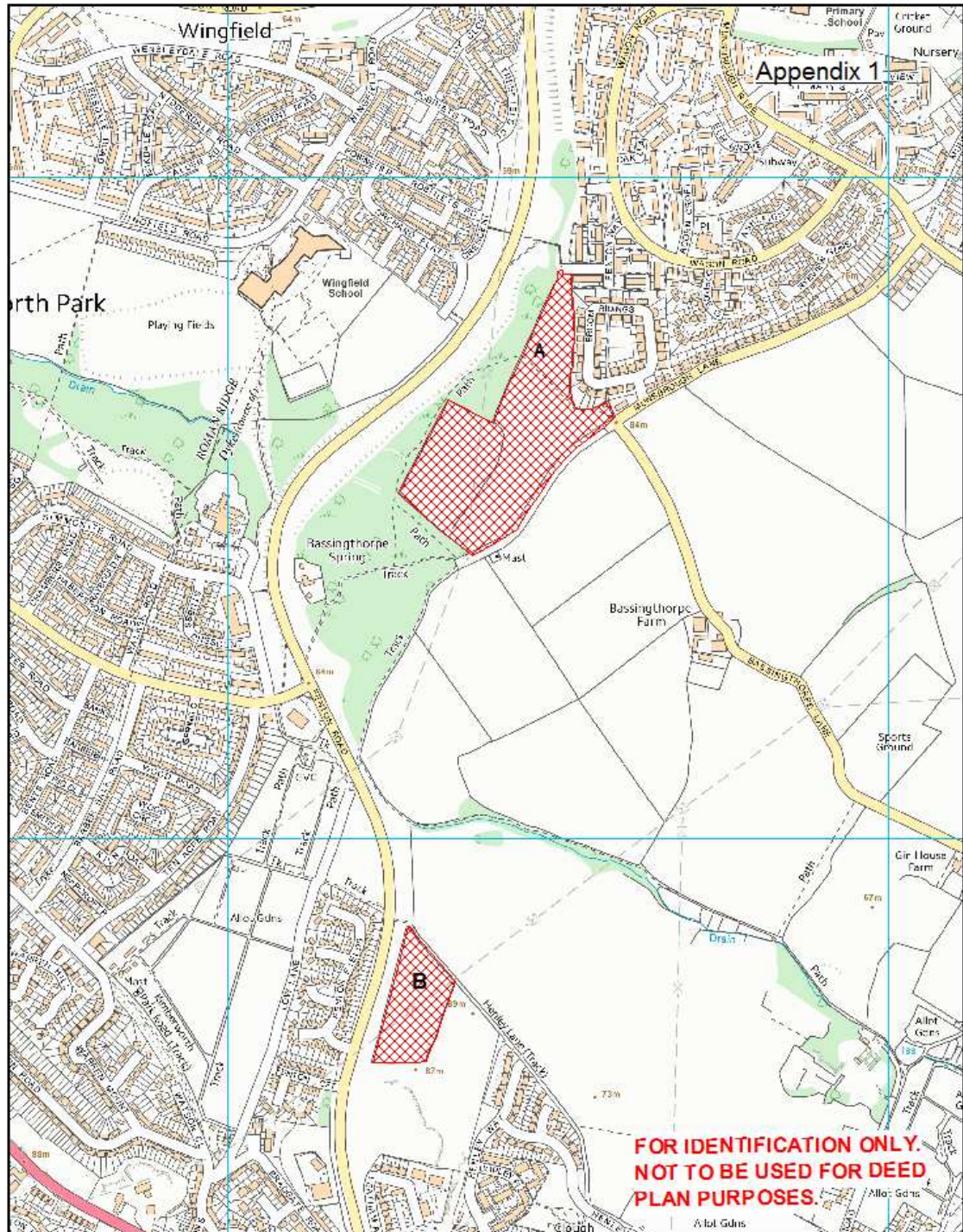
Head of Procurement (if appropriate):- N/A

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

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



Land Ownership within Study Area



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Scale 1:7500

A = Land at Munsbrough Lane, Greasbrough
B = Land at Fenton Road, Kimberworth

Rotherham MBC
Land Terrier, Estates
Riverside House, Main Street
ROTHERHAM S60 1AE



Appendix 2 Delivery Options – additional information taken from Cushman and Wakefield report

Comprehensive Sale (Option 1: Sale of RMBC owned sites on the open market and Option 2: Joint marketing to achieve comprehensive sale of RMBC and FWE sites on open market)

A direct outright sale to a purchaser provides the simplest means of disposing of the land, resulting in the immediate generation of a capital receipt, and the possibility of an overage provision that would give the landowner the potential for further proceeds in the future. A direct sale could be implemented in a variety of ways:

- Sale prior to planning or after further development cost clarification
- Sale following securing planning permission

Cushman and Wakefield consider that disposal of part of the site at the current time should be resisted as there is a need for a coordinated approach to the site's delivery and the piecemeal disposal could impact on purchaser appetite and risk for the remainder.

An immediate sale of the site in its entirety should also be resisted as there remains significant uncertainty at the current time that could result in a relatively modest price being paid substantially below the land owners' aspirations.

A sale following securing of an outline planning permission provides a better scenario in terms of the level of receipts that the land owners would be able to generate. However, the preparation of a planning application would require substantial further investment by the land owners with the attendant risk that the planning permission achieved may not be suitable for prospective purchasers.

Partnering

A partnership arrangement in which a commercial partner is identified to bring resources, skills and funding to the delivery process in exchange of a share of the returns from disposal and/or development is considered the most appropriate given the land owners' objectives. There are 2 standard routes of partnering:

1. Option Agreement (Option 3)
2. Promotion partner (Option 4)

Delivery Partner Option Agreement (Option 3)

An option agreement is where a partner acquires an option, or a series of options to purchase land, typically conditional on planning and to draw these down in a prescribed timeframe. Where these timescales lapse, the land reverts to the owner (s).

An option agreement represents a well understood and relatively simple mechanism for disposal land is favoured by developers who want to deliver a scheme in whole or in part. Option agreements are particularly popular with house-builders given their desire to establish a broad pipeline of sites to meet long term requirements that can be drawn down largely at their discretion.

For land owners, option agreements require minimum expenditure and transfer the responsibility for planning and delivery entirely onto the purchaser. The disadvantage of option agreements is that the landowner has very little control or certainty over the timing of receipts. Further, the land owner has limited influence in seeking to ensure that their returns are maximised with most agreements making the price for land subject to deductions for planning obligations. Minimum price, overage provisions and independent arbitration to assist land price calculations can assist in these regards; but the general criticism of option agreements is the loss of control for the land owner.

Promotion Partner (Option 4)

A promotion agreement is where a partner is appointed to bring skills and funding to facilitate the delivery of the site. Generally such agreements involve the partner taking on responsibility for securing planning permission, marketing and disposing of the land to end users in exchange for a share of the receipts. This typically is 15-20% of the land receipt plus costs incurred, calculated on a formulaic basis after deducting costs incurred by the partner (s). It may include the installation of certain infrastructure items.

In this scenario, the partner does not take ownership of the site but uses their funds and expertise to maximise value. It favours property speculators rather than developers per se. Because the promotion partner has a vested interest in maximising land value, promotion agreements are particularly favourable for land owners wishing to share in the pursuit of higher land value returns.

There are numerous ways of structuring such an agreement, for instance a straightforward development agreement can be adopted which prescribes dates for achieving certain milestones (e.g. planning). There is potential to build on this by including other timing/drawdown obligations for predetermined parcels across the entire site. Minimum land payments (based either on existing use value plus an arbitrary uplift, or Market Value), or overage arrangements can be agreed. It may also include a single partner, or multiple partners forming part of a consortium.

Public Report
Cabinet and Commissioner Decision Making Meeting

Council Report

Cabinet and Commissioner's Decision Making Meeting – 14 November 2016

Title

Town Centre Regeneration – Strategic Acquisition of Units at Riverside Precinct

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

Yes

Director Approving Submission of the Report

Damien Wilson Strategic Director, Regeneration & Environment

Report author(s):

Jonathan Marriott – Estates Manager

Regeneration and Environment

Ext 23898 or email jonathan.marriott@rotherham.gov.uk

Ward(s) Affected

Boston Castle

Executive Summary

Forge Island and the surrounding area is identified as a strategic development site in the Rotherham Town Centre Supplementary Planning Document (SPD) and in the brief for the Town Centre Masterplan. This report recommends that the Council acquires the remaining interests in the properties forming part of Riverside Precinct to assist in the redevelopment of Forge Island and to deliver wider Town Centre regeneration. Riverside Precinct is the land and property on the other side of the footbridge from Forge Island.

Recommendations

1. That the Assistant Director of Planning, Regeneration and Transport be authorised to negotiate the acquisition of the assets as described at Option 2 at paragraph 4.3 below and the Assistant Director of Legal Services is authorised to complete the necessary legal documentation for the acquisition.
2. That funding for the acquisition be authorised from the £17 million town centre allocation in the Capital Strategy (2016-2021).
3. That the Council be recommended to approve inclusion of the scheme in the Capital Programme to cover the cost of acquisition.

List of Appendices Included

Appendix 1 – Site and Location Plans

Appendix 2 – Exempt Financial Addendum

Background Papers

Rotherham Town Centre Supplementary Planning Document – 2016

Cabinet and Commissioner's Decision Making Meeting 10th October 2016 - Town Centre Regeneration – Strategic Acquisition of Forge Island

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 4 November 2016

Council Approval Required

Yes for inclusion of spend from within the Capital Programme

Exempt from the Press and Public

Partial Exemption

Title

Town Centre Regeneration – Strategic Acquisition of Units at Riverside Precinct

1. Recommendations

- 1.1 That the Assistant Director of Planning, Regeneration and Transport be authorised to negotiate the acquisition of the assets as described at Option 2 at paragraph 4.3 below and the Assistant Director of Legal Services is authorised to complete the necessary legal documentation for the acquisition.
- 1.2 That funding for the acquisition be authorised from the £17 million town centre allocation in the Capital Strategy (2016-2021).
- 1.3 That the Council be recommended to approve inclusion of the scheme in the Capital Programme to cover the cost of acquisition.

2. Background

- 2.1 The recently adopted Rotherham Town Centre Supplementary Planning Document (SPD) identifies Forge Island as a strategic development site and states: *“Forge Island will be a mixed-use leisure hub. Proposals should seek to incorporate a mix of residential units and leisure developments (including A3/A4/D2 uses), to help create a new and vibrant Leisure Quarter in the centre of Rotherham that complements the existing Retail Quarter.”*
- 2.2 Riverside Precinct is a town centre retail location made up of a range of independent retailers as identified edged red on the attached plan at Appendix 1. The precinct forms a route of access between Corporation Street and (via a footbridge) the former Tesco store on the Forge Island site, currently utilised by the Council as a free and paid car parking facility. Wilko’s has rights of access into the precinct and pays a contribution towards the service charge for the management of common areas, though doesn’t currently exercise this right.
- 2.3 The precinct forms part of the portfolio of assets owned by the Council which were acquired for regeneration purposes.
- 2.4 The Council holds the freehold interest on the entire precinct edged red, with the individual units having subsequently been let on a mix of occupational short term leases, and long term 99/999 year leases. The units hatched at Appendix 1 are the lease interests for which authority is sought to acquire.

3. Key Issues

- 3.1. Forge Island is a major component of Rotherham town centre’s regeneration and a catalyst for the regeneration of adjacent areas, including Riverside Precinct. Riverside Precinct offers a direct link from the Minster area of the town centre via Corporation Street through to Forge Island.

- 3.2. The Estates Team are currently awaiting further information from the long leaseholders of the full details of their respective sub tenancies.

4. Options Considered And The Recommended Proposal

- 4.1. The options available to the Council in respect of an acquisition of units are listed below: -
- 4.2. **Option 1** – do nothing and leave the units to the market. This option removes the need for the Council to commit resources including finance to acquire the long lease interests. It is worth noting that one of the vacant long lease interests has been marketed both To Let and For Sale with no current interest. This option would make any future redevelopment options difficult to implement.
- 4.3. **Option 2** – enter into formal negotiations to purchase the remaining four leasehold interests via private treaty negotiation of Units 1, 2, 5 & 8.
- 4.4. It is recommended that Option 2 is pursued in order that the Council has full control of Riverside Precinct. This acquisition would form a key part of any redevelopment providing a link from Forge Island through onto Corporation Street and into the core of the town centre. If the Council was not successful in the acquisition of the Forge Island site, this would assist in securing the long term future of the Precinct.

5. Consultation

- 5.1 None specifically for this proposed purchase but full consultation occurred for the Town Centre SPD and will be a key component of the Town Centre Regeneration Masterplan.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Once the options have been considered and a course of action agreed, the Estates Team will commence formal negotiations accordingly.

7. Financial and Procurement Implications

- 7.1. The Council's Capital Strategy (2016-2021), approved by the Council on 2nd March 2016, has allocated £17million to regeneration projects in the town centre for the period. This includes provisional sums for the purchase of Forge Island and a "reverse premium" to incentivise a developer or end user to deliver a leisure scheme.
- 7.2. The estimated cost of acquiring the assets is detailed within Appendix 2 which is exempt under paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A of the Local Government Act 1972 as it contains sensitive commercial information in respect of the potential acquisition of assets and negotiation strategy.

- 7.3. The proposal to acquire the relevant sites is currently not part of the Council's approved capital programme and, therefore, in accordance with Financial Regulations, Cabinet/Commissioners would need to recommend for approval its inclusion in the programme to Council.

8. Legal Implications

- 8.1. None arising directly from this report.

9. Human Resources Implications

- 9.1. None Considered

10. Implications for Children and Young People and Vulnerable Adults

- 10.1. None Considered

11. Equalities and Human Rights Implications

- 11.1. None Considered

12. Implications for Partners and Other Directorates

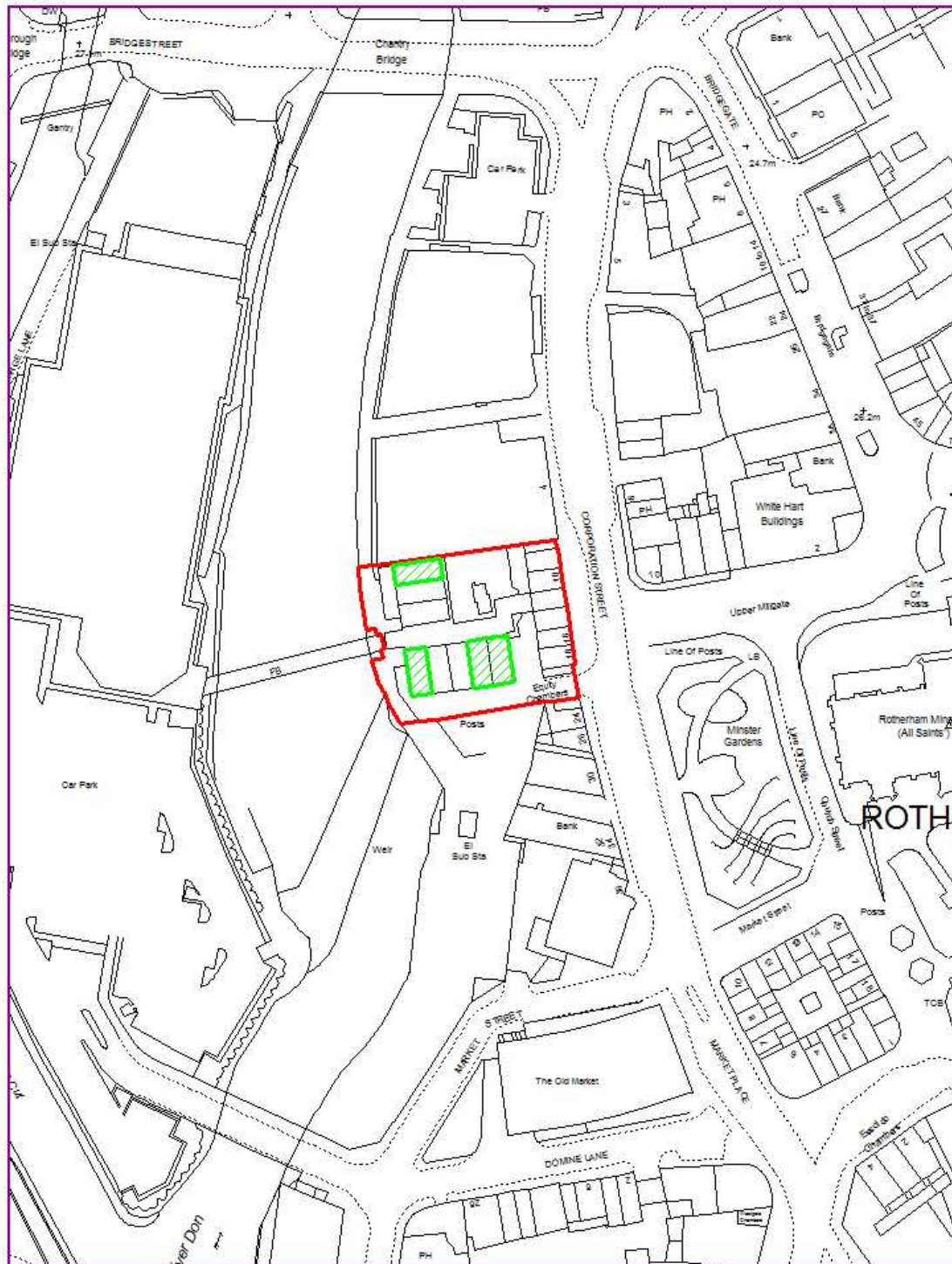
- 12.1. None

13. Risks and Mitigation

- 13.1. With any private treaty negotiation there is the risk of a failure to agree an acceptable purchase price or even for the long leaseholders to even agree to a disposal. With regards to the vacant units, this is mitigated by the current market conditions affecting the precinct, with reduced footfall and depressed rental levels affecting the capital values and the likelihood of potential purchasers or tenants.
- 13.2. There is a risk of these interests being acquired by a 3rd party in an attempt to hinder any future redevelopment plans that the Council may have for Riverside Precinct.
- 13.3. There is a further risk that the Council fails to purchase the Forge Island site then they may not be the need to acquire the remaining interests in Riverside Precinct. However, amalgamating its interests in the entire precinct offers the opportunity for good estate management and to secure the long term future of the Precinct.

14. Accountable Officer(s)

Paul Woodcock – Assistant Director Planning, Regeneration and Transport.



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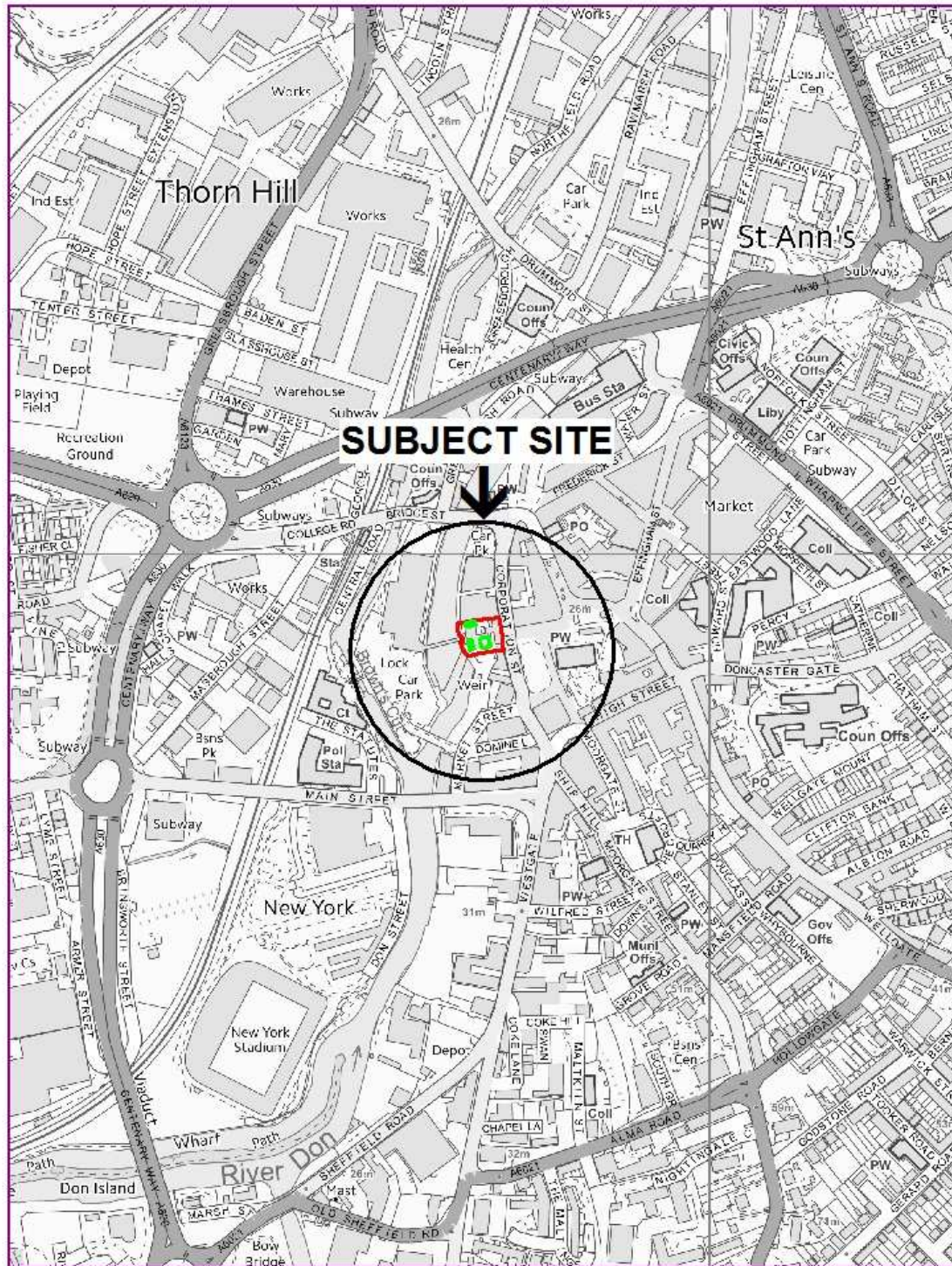
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Rotherham
 Metropolitan
 Borough Council

MSP/Ange/GenEno.wrk



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Cabinet Report

Title:

All Saints Toilets – Review of Service Provision

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

This is not a key decision, but has been included on the Forward Plan

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration & Environment

Report Author(s)

Kim Phillips - Catering & Facilities Services Manager
Bernadette Rushton – Retail Investment Manager

Ward(s) Affected

All

Summary

The public toilets in All Saints Square are managed by the Council and provide a service for the general public visiting the Town Centre.

The cost of the facility is not covered by the income generated by entrance charges. In recent years employee costs have increased whilst income has decreased. The budget setting report approved by the Council on 2 March 2016 agreed a saving of £6,000 which was to be achieved by the installation of a turn-style system creating an unattended facility. This is no longer a feasible option following a full surveyor's investigation which identified that it would not allow accompanied/assisted adult access to the toilets or access for wheelchairs and some child carriers. In addition an initial consultation with Town Centre businesses identified that there were significant concerns regarding safety and security if the facility became unattended.

Alternative options to reduce the budget pressure have been considered and consultation has been undertaken with users and businesses to assess their feasibility.

The report presents the findings of the consultation and makes recommendations regarding the future provision of the facility and ability to achieve the required savings.

Recommendations

1. That a Public Toilet Facility in All Saints Square continues to be provided by the Council.
2. That an increase to the entrance charge of 10p (raising the charge up to 30p) for adults only be approved.
3. That the opening times of the facility be reduced by 2 hours per day, from 08:30-17:00 to 09:30-16:00.

List of Appendices Included

Appendix 1 - Map of current facilities

Background Papers

Summary of consultation results

Percentage usage July/August 2016

Equality Impact Assessment

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Main report: All Saints Toilets – review of service provision

1. Recommendations

- 1.1 That a Public Toilet Facility in All Saints Square continues to be provided by the Council.
- 1.2 That an increase to the entrance charge of 10p (raising the charge up to 30p) for adults only be approved.
- 1.3 That the opening times of the facility be reduced by 2 hours per day, from 08:30-17:00 to 09:30-16:00.

2. Background

- 2.1 The public toilet facility located at All Saints' Square is one of 5 toilet facilities in the town centre as outlined in Appendix 1. It is the only facility operated by a full-time attendant and is the most centrally located. The charge is currently 20p for adults and free for children (under 10) and along with Rotherham Interchange (Managed by South Yorkshire Passenger Transport Executive) is one of two chargeable facilities.
- 2.2 The continued provision of public toilet facilities in town and city centres is highly sensitive, with other locations publically debating the need to balance the ongoing provision of facilities for visitors, families and more vulnerable members of the community with the management of budget pressures. Decisions made over maintaining public facilities in other areas are highly dependent on the local circumstances.
- 2.3 In Rotherham there is a clear aim to ensure that the town centre offers a family-friendly shopping destination (which in turn drives footfall and spend), particularly given that the facilities at competing centres are plentiful and the need to widen the appeal of the town centre is recognised. In acknowledging the current profile of our existing shopper base, the toilets provide a valued facility for the more vulnerable members of the community, including the elderly. The importance of having good quality well maintained toilets is evident.
- 2.4 Sheffield no longer has any Council owned facilities still operating with the remaining facilities closing some years ago but with a plethora of bars, restaurants & department stores, there are several other options for visitors to the centre at any time of day or night. In Doncaster and Barnsley the toilets are provided free of charge. Any closures in these boroughs have not been the Town Centre facilities but rather those located in the outlying areas.
- 2.5 In Rotherham there are limited opportunities for users to find alternative facilities in the vicinity of All Saints' Square particularly given the independent businesses have limited toilet provision and it would be unrealistic to ask them to open their facilities to non-customers as per Community Toilet Schemes introduced elsewhere.

- 2.6 An initial option to install a turn-style and remove the attendant (employee) cost for this provision was considered however this option is no longer feasible as it does not allow accompanied/assisted adults access to the toilets or access for wheelchairs and some child carriers. In addition initial consultation with Town Centre businesses raised significant concerns with an unattended facility attracting anti-social behaviour.
- 2.7 Given the sensitivities of the subject it was felt that a full consultation process with existing users of the facility and town centre businesses was required. A full summary of the consultation is available as a background paper.
- 2.8 The consultation showed that public toilets are of importance to all groups and a significant proportion are dissatisfied with a perceived under-provision of facilities. Users are largely supportive of an increase in charging, particularly given that cleanliness and safety & security are their main priorities when choosing public toilets. Businesses are not supportive of increasing charges. The toilets are clearly valued by vulnerable groups including the elderly, those with mobility issues and those with children.
- 2.9 Consideration of the usage over July and August 2016 is available as a background paper. The headlines for the analysis show that:
- The average income per day over the period analysed is £21.35 although the projected figure for the year is £27.00 per day.
 - 86% of usage takes place between 9:30 and 15:30
 - 6% of customers use the facilities before 09.30
 - 8% of customers use the facilities after 15.30

3. Key Issues

- 3.1 The provision of the Public Toilet in All Saints Square is a budget pressure of £21,000. Employee costs have increased following living wage implementation and the income has reduced. The budget pressure has been met from other Facilities Services budget surplus for the past two years, this is becoming increasingly difficult to achieve and the reason for the need to remove/reduce the pressure.
- 3.2 An initial proposal to improve the budget pressure position through the installation of a turn-style has been discounted following a full survey as the option would not allow accompanied/assisted adult access to the toilets or access for wheelchairs or some child carriers due to insufficient space to accommodate a gated barrier alongside the turnstile. The option produced an Equality Impact Assessment which was not supportive. In addition, initial consultation with Town Centre businesses raised significant concerns with an unattended facility attracting anti-social behaviour.

- 3.3 In order to identify viable options for the reduction in the budget pressure consultation was undertaken by the Retail Investment Team. An outcome of the consultation was an indication that an increase in charges would be supported by the majority of existing users with 30p being deemed acceptable to 77% of those respondents who were supportive of a price increase. The business community however were largely unsupportive of any increase in charges.
- 3.4 The percentage of use figures indicates that 86% of visits take place on each day between 9:30 and 15:30. Discussion with the attendant have indicated that the users of the facility 08:30 to 09:30 are ambient users who could use other facilities (predominantly those working in the town). Using the same source of information, the users of the facility after 16:00 vary significantly with numbers. The detailed analysis of usage has taken place over the summer months, the attendants have indicated that during winter months the usage from 16:00 to 17:00 reduces further.
- 4. Options considered and recommended proposal**
- 4.1 Option 1: Remove the Council provision of Public Toilets in All Saints Square
- 4.2 This option would not be supported by businesses, town centre shoppers and current users and would be directly opposed to the consultation outcomes; however it would remove the budget pressure completely. This option is not the recommended option.
- 4.3 Option 2: Installation of a turn-style and remove the attendant service
- 4.4 A full structural survey identified that this option would not allow accompanied/assisted adult access to the toilets or access for wheelchairs or some child carriers due to insufficient space to accommodate a gated barrier alongside the turnstile. The option produced an Equality Impact Assessment which was not supportive. In addition, initial consultation with Town Centre businesses raised significant concerns with an unattended facility attracting anti-social behaviour. This is not the recommended option.
- 4.5 Option 3: Make no changes to current arrangements
- 4.6 The consultation indicated support for the service to continue and local businesses did not want to see any changes to the charges. The budget pressure for 2016/17 is projected at £21,000 and this would remain. This is not the recommended option.
- 4.7 Option 4: Increase the charge for adults by 10p (from 20p to 30p)
- 4.8 The consultation with users of the facility indicated that 75% would support an increase in charges. It should also be noted that of this 75%, 77% indicated the maximum they would be prepared to pay is 30p.

- 4.9 An increase in entrance charge from 20p to 30p would generate an increase in income of £4,000 based on the same level of custom, which would still leave a projected annual budget pressure of £17,000. There has not been an increase in charges for the uses of the facility for 5 years. This is not the recommended option
- 4.10 Option 5: (Recommended Option) Increase the charge for adults by 10p (from 20p to 30p) and reduce the opening hours
- 4.11 The consultation with users of the facility indicated that 75% would support an increase in charges. It should also be noted that of this 75%, 77% indicated the maximum they would be prepared to pay is 30p.
- 4.12 An increase in entrance charge from 20p to 30p for the reduced opening times would generate an increase income of £2,500. There has not been an increase in charges for the users of the facility for 5 years.
- 4.13 The percentage of use figures indicates that 86% of visits take place on each day between 9:30 and 15:30. The budget pressure is significant and therefore it is proposed that the opening hours for All Saints Toilets be reduced by two hours per day to 09:30 to 16:00 (from 08:30 to 17:00) to accommodate the period of high customer demand. These change will generate a saving on employee costs of £6,500. This option will reduce the annual budget pressure to £12,000. This budget pressure will be funded from other budgets within Facilities Services detailed in section 7.5. This is the Recommended Option.

5. Consultation

- 5.1 Consultation was undertaken with town centre shoppers, existing toilet users and with town centre businesses. The findings are available as a background paper. The headlines as follows:
- The vast majority of businesses and existing users feel that toilet provision in the town centre is 'very important' or 'important' (over 90% in both consultation groups)
 - 43 % of shoppers are dissatisfied or very dissatisfied with public toilets in the town centre (compared to 31% that were very satisfied or very satisfied).
 - Similarly 35% of businesses stated they are dissatisfied or very dissatisfied with public toilet provision (compared to 20% that were satisfied or very satisfied)
 - 50 % of existing toilet users feel there is adequate provision of toilet facilities within the town whilst 48% feel there is an under-provision
 - 63% of businesses feel there is an under provision of toilet facilities within the town

- The cleanliness and safety & security (owing to the fact the toilets are attended) are the two most important factors for existing users in choosing the facility to visit
- The majority of existing users are regular customers with 88% visiting at least once a week
- 75% of respondents (existing users) would support an increase in charges if this meant a similar provision was maintained at All Saints' Square
- 77% of those that supported a price increase and who noted the maximum price they would be willing to pay stated 30p or above
- 74% of businesses would not support an increase in charges
- If the toilets were unavailable the majority of existing users would opt to visit the facilities at Rotherham Interchange with a smaller number choosing facilities in nearby shops/ cafes or Rotherham Markets
- Qualitative comments received from existing users clearly highlight the importance of the facility in terms of providing a safe and accessible facility for vulnerable groups (including the elderly, those with mobility issues and those with children).

5.2 Information was collated regarding other local authority practices as referenced in paragraph 2.4 of this report.

5.3 Analysis of the times of use and income generated during July and August were considered as part of the process to inform the outcome of this report.

5.4 An Equality Impact Assessment on the original proposal identified the need for consultation with specific user/impact groups. Following the outcome of the consultation a review of the EIA has not raised any further concerns.

5.5 The Council employees located at All Saints Toilets (attendants) have been involved in the consultation process and have received updates on a regular basis regarding the proposals. Staff knowledge of users' needs and demographic have been used to inform the outcome of the report.

6. Timetable and Accountability for Implementing this Decision

6.1 There is currently a projected budget pressure of £21,000 for 2016/17. It is proposed that changes are implemented from 1 January 2017, to allow notice to customers and adherence to the Council's Human Resource Policy. This would still enable some savings to be generated to improve the budget position in 2016/17. The remaining pressure will be funded from other Facilities Services budgets detailed in Section 7.5.

7. Financial and Procurement Implications

- 7.1. The net revenue budget for the service in 2016/17 is £121.00. The budget reduction allocated to All Saints Toilets in the Council's Medium Term Financial Strategy (MTFS) of £6k in 2016/17 has been implemented. This budget is projecting a pressure of £21,000 for 2016/17. (The budget overspent by £11,251 in 2015/16).
- 7.2 Option 1, to close the facility, would remove the budget pressure and offer revenue savings of £121.00. (The balance of the revenue budget left for 2016/17).
- 7.3 Option 2, to install a turnstile, has been disregarded. One-off capital costs for the conversion to an unattended facility of £12,841 will be avoided.
- 7.4 Option 3, to make no changes to the facility, results in a potential budget pressure of £21,000 per annum (based on forecast costs and income against budget for 2016/17).
- 7.5 Option 4, to increase the charges by 10p would result in an increase income level of £4,000 based on the same level of custom. This is would offer a reduction on the annual budget pressure to £17,000
- 7.6 Option 5, to increase charges by 10p and reduce opening hours by 12 hours per week. This would generate an increase in income of £2,500 and a reduction in employee costs of £6,500. This would offer a reduction on the annual budget pressure, leaving £12,000. This budget pressure will be met from the wider Facilities Services building cleaning trading account. This action will correct the budget pressure.
- 7.7 Actual redundancy costs, from either option 1 or 5, would not be confirmed until the HR process is complete. It is anticipated the maximum, one-off redundancy cost would be approximately £2,970 to be funded from usable capital receipts.

8. Legal Implications

- 8.1 There are no issues which require legal consideration.

9. Human Resources Implications

- 9.1 The employees currently located at All Saints Toilets have been updated regularly on the progress of these proposals. Staff 'at risk' have been given the opportunity for one-to-one discussions.
- 9.2 The process required to achieve the reduction in hours will be in-line with the Council's Human Resource Policy.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 By having an attendant on site at the facility there is an effective safe-guarding measure in place for children and young people and vulnerable adults to access the facility safely.
- 10.2 Similarly maintaining the facility, rather than closure, ensures that there is a central facility in the town centre which is of particular significance for children and vulnerable adults.

11 Equalities and Human Rights Implications

- 11.1 It is imperative that any subsequent changes to staff jobs and status are handled according to employment legislation and the policy of the Council.
- 11.2 An Equalities Impact Assessment has been undertaken for the original proposal which identified access restrictions for wheel chairs and some child carriers. The Assessment has been reviewed through the appropriate processes and identified no issues.

12. Implications for Partners and Other Directorates

- 12.1 Consultation with Town Centre businesses as part of the original proposal identified concerns regarding the facility being unattended and the potential for anti-social behaviour. Businesses also opposed any increase in charges.
- 12.2 The outcome of the initial discussions led to a collaborative approach to the issue with Children and Young People's Services and Officers in Rotherham Investment Development Office to ensure all implications were considered and addressed.

13. Risks and Mitigation

- 13.1 The initial proposal to install a turn style system was discounted due to posing the following risks that could not be mitigated:
- Equalities access claims
 - Vandalism costs due to unattended facilities
 - Council reputational issues if the unattended facilities resulted in anti-social behaviour issues.
- 13.2 **Financial Risk** – There is a risk that the usage levels will decline following an increase in charges, impacting on the annual income. In order to mitigate this risk the new payment structure has been based on feedback from users who identified what they perceived to be acceptable charges.

13.3 Reputational Risk – There is a risk that a reduction in the service provided will negatively reflect on Rotherham Council. In order to mitigate this risk the reduced opening hours have been based on usage patterns to ensure minimal impact for users. In addition communication will be undertaken with all stakeholders to explain that any changes are based on consultation and have ultimately enabled the public toilets to be maintained.

14. Accountable Officer(s)

Approvals Obtained from:-

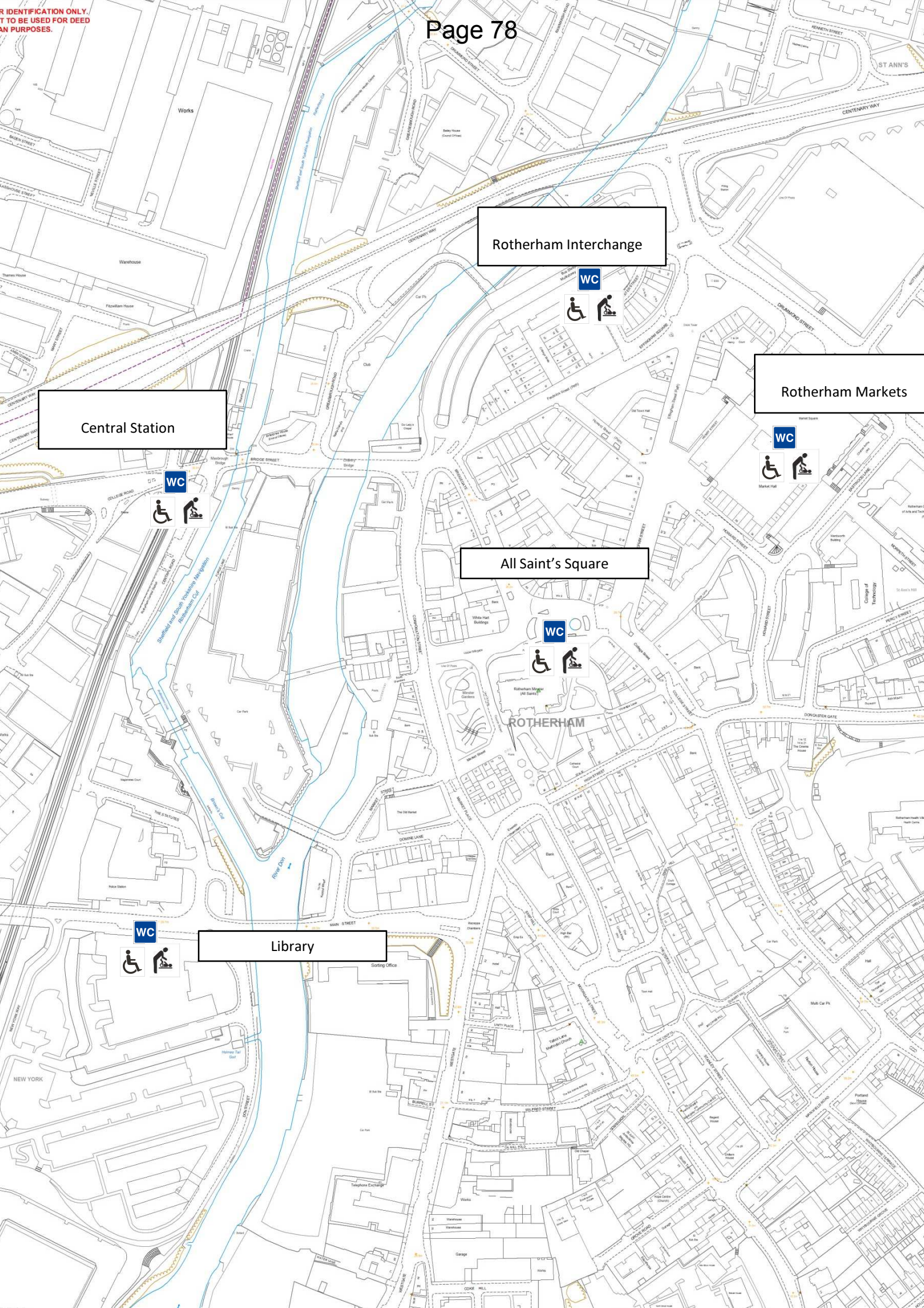
Strategic Director of Finance and Customer Services – approved by:
Finance Manager R & E Business Partnering:- Rob Harrison,

Assistant Director of Legal Services:- Ian Gledhill

HR Business Partner:- Paul Fitzpatrick,

Head of Procurement (if appropriate):- Not applicable

This report is published on the Council's website or can be found at:-
<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categorie>



Central Station

Rotherham Interchange

Rotherham Markets

All Saint's Square

Library

Public Report
Cabinet and Commissioner Decision Making Meeting

Council Report

Title:

Delivery of the Holmes Tail Goit Pumping Station

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

Yes

Strategic Director Approving Submission of the Report:

Damien Wilson, Strategic Director, Regeneration and Environment

Report Author:

David Phillips, Transportation and Highways Projects Group

Ext 22950 and Email: david.phillips@rotherham.gov.uk

Ward Affected:

Boston Castle

Summary:

To report on the background to the Holmes Tail Goit scheme, as proposed during the planning and development of the New York Stadium in order to reduce the risk of town centre flooding. The report explains the likely costs associated with the completion of these works and how these should be met.

Recommendations:

1. That the commitment in the Council's approved Capital Programme to the value of £1,599,632 inclusive of the Environment Agency (EA) contribution of £212,000 be noted and the fixed contribution by RU Estates of £684,258 be endorsed.
2. That it be noted that the contingency with the current works estimate is only £66,113 and that this figure may be exceeded, and that expenditure over and above this figure would also rest with the Council.
3. That the Assistant Director Legal Services be authorised to negotiate with R U Estates to finalise heads of terms for a formal deed of settlement and variation to the lease setting out the respective rights and responsibilities of the parties as set out at 8.1 of this report.
4. That tenders be sought to procure a contractor to deliver the project subject to the tender prices received being within the threshold of the current estimates outlined above.

List of Appendices Included

None.

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel: No

Council Approval Required:

No

Exempt from the Press and Public:

No

Title: Delivery of the Holmes Tail Goit Pumping Station

1. Recommendations

- 1.1 That the commitment in the Council's approved Capital Programme to the value of £1,599,632 inclusive of the Environment Agency (EA) contribution of £212,000 be noted and the fixed contribution by RU Estates of £684,258 be endorsed.
- 1.2 That it be noted that the contingency with the current works estimate is only £66,113 and that this figure may be exceeded, and that expenditure over and above this figure would also rest with the Council.
- 1.3 That the Assistant Director Legal Services be authorised to negotiate with R U Estates to finalise heads of terms for a formal deed of settlement and variation to the lease setting out the respective rights and responsibilities of the parties as set out at 8.1 of this report.
- 1.4 That tenders be sought to procure a contractor to deliver the project subject to the tender prices received being within the threshold of the current estimates outlined above.

2. Background

- 2.1 Prior to the construction of the New York football stadium, issues around flood risk and the works required to develop the site were set out, both through the planning approval given and the subsequent lease granted by the Council. The key component of the flood protection scheme was works to the Holmes Tail Goit watercourse, specifically the installation of a new pump and pumping station, designed to force surface water into the River Don in the event of flooding.
- 2.2 The agreement of the lease for the stadium provided that Rotherham United (RU) Estates Limited would undertake these works and thereafter the Council would take over maintenance of the Goit and associated pumping station. RU Estates Ltd expressed difficulty in paying the associated costs of these works and sought a contribution from the Council, although some works have been completed.
- 2.3 Further to recent discussions between the Council and RU Estates a final estimate has been provided by RU Estates for the completion of the scheme (May 2016), the estimated value of the scheme is £2,217,777. An independent estimate of the new works generally supports this figure. The estimated project cost is now within the identified funding contributions.
- 2.4 The Council has provisionally agreed to undertake the management of the project, including the procurement and delivery on site although this agreement has not been formally documented.

3. Key Issues

- 3.1 The absence of these works risks economic loss to the town in the event of a major flood event affecting the town centre, local businesses and transport links. This would in turn affect the reputation of the Council.
- 3.2 Both principal parties, namely the Council and RU Estates would like to limit their contributions to the figures stated above, with the Council taking the risk of expenditure over and above current estimates. However, further discussion will magnify the risk outlined in 3.1 above. The Council must ensure that it does not breach state aid rules or its fiduciary duty to protect the public purse.

4. Options considered and recommended proposal

- 4.1 Previously, options around continuing negotiation and/or mediation and/or enforcement and litigation have been considered. It is proposed that these works should be progressed as soon as possible with the Council taking the risk of any additional expenditure over and above current estimates, subject to a further review when the target price from the proposed contractor is known.
- 4.2 The current estimate allows a risk contingency of £66,113, but this is derived from the gap between available funding and estimated cost and not from any formal quantified risk assessment for the project. This represents approximately 4% of the estimated contractor works costs still to complete.

5. Consultation

- 5.1 There has been no consultation with respect to this proposal over and above the discussions which have taken place between the Council, RU Estates and the EA.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The project will be managed by the Transportation and Highways Projects group within the Council. Approvals have been sought from those officers named in Section 14 below. It is anticipated that works will start in the summer of 2017 and be complete by spring 2018.

7. Financial and Procurement Implications

- 7.1 The estimated cost for completing the proposed works is as follows:

Main works costs:	£1,968,319
Pumps (storage and transport):	£ 21,600
Professional fees	£ 198,600
RU Estates Legal fees	£ 29,258
 Total	 £2,217,777

(All of the above figures include expenditure already incurred under the stated headings, which totals £508,220).

7.2 The available funding contributions to meet these costs are:

RU Estates	£ 684,258
RMBC	£1,387,632
EA Grant	£ 212,000
 Total	 £2,283,890

The Council's existing Capital Programme budget for this project (including the EA Grant) was approved by Council on the 2nd March 2016, as part of the approval of the Council's Capital Programme (2016 – 2021).

7.3 The procurement of the contract for the remaining main works will have to comply with Public Contracts Regulations 2015 the Council's standing orders and financial regulations. This would be the case even if the procurement responsibilities are carried out by RU Estates, with the project management being provided by the Council as outlined above. This is the case as the Council is providing the majority of the funding.

8. Legal Implications

8.1 It will be necessary for the current legal framework covering delivery of the Goit works to be formally varied. This is contained in the agreement for lease and lease of the football stadium property, both of which documents are under seal. Accordingly a formal deed of variation of these documents must be negotiated and settled. R U Estates are aware of this requirement and previously agreed with this approach.

In addition, as the costs and scope of the Goit works has expanded since the original documents were entered into further provisions relating to the settlement recommend by this report will be needed to be agreed, including:

- each parties' respective contribution;
- which party bears cost risk;
- which party bears overall responsibility for the delivery of the works;
- who is the "client" for building contract purposes;
- rights of entry onto the football stadium land and indemnities covering these rights;
- design responsibility;
- variation of the lease relating to re-routing of drainage from Riverside House as this presently run through the position of the pumping station

To this end officers recommend that detailed heads of terms for a combined deed of settlement and variation be negotiated with R U Estates.

8.2 There has been concern that the settlement may constitute state aid to R U Estates and detailed legal advice in this regard has been obtained from Counsel. The advice is clear that such an arrangement as described within this report would not constitute State Aid.

9. Human Resources Implications

- 9.1 It is intended to project management the delivery of these works internally through the Transportation and Highways Projects Group.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 None directly arising from this report.

11 Equalities and Human Rights Implications

- 11.1 None directly arising from this report.

12. Implications for Partners and Other Directorates

- 12.1 The works, once complete, will incur a continuing maintenance cost which will fall to the Council, but this sum is small and has not been disputed.

13. Risks and Mitigation

- 13.1 By not implementing these works, the town centre is at risk of economic loss and physical damage in the event of a major flood event. The Council's reputation would also be damaged. Implementation of the works removes this risk.
- 13.2 The contingency for unforeseen occurrences during the construction process is small and is determined by available income less estimated costs. Should this figure prove inadequate, then any additional costs will rest with the Council. In order to mitigate this risk, the Council will lead on procurement and project management, retaining control of the project.
- 13.3 The legal risks identified in section 8 above are mitigated by detailed negotiations of heads of terms and obtaining Counsel's advice.

14. Accountable Officer(s)

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:- Jonathan Baggailey

Assistant Director of Legal Services:- Dermot Pearson

Head of Procurement (if appropriate):- Helen Chambers

Public Report
Cabinet and Commissioners' Decision Making Meeting

Council Report

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title

Corporate Plan 2016/17 Quarter 2 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):

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Commissioners' office

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Assistant Chief Executive's Directorate

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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 that underpins 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 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 second in the 2016/17 reporting cycle for quarter (1 July – 30 September 2016).

The Performance Report and Performance Scorecard (Appendix 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 elements). 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 Corporate Plan.

At the end of the second quarter (July - September 2016) 23 measures are progressing above or in line with the target set. Although this represents 22.3% of the total number of measures, performance data shows that 39.7% of measures which have data available for the first quarter are on target. 24.1% (14) of performance measures measured this quarter have not progressed in accordance with the target set (13.6% overall).

Recommendations

1. That the overall position and direction of travel in relation to performance be noted.
2. That consideration 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 1 Performance Report

Appendix B – Quarter 1 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

'Views from Rotherham' report, October 2015

Performance Management Framework 2016-17

RMBC Corporate Plan 2016-17 approved July 2016

Corporate Plan 2016/17 Quarter 1 Performance Report

Consideration by any other Council Committee, Scrutiny or Advisory Panel

A presentation on the first version Corporate Plan was provided by the then MD Commissioner to Overview and Scrutiny Management Board (OSMB) on 26th November 2015.

A first draft of the Corporate Plan 2016-18, along with a new Performance Management Framework was considered and endorsed by Elected Members at the RMBC Council meeting on 9th December 2015.

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13th July 2016.

The Corporate Plan 2016/17 Quarter 1 Performance Report was presented to the Overview and Scrutiny Management Board (OSMB) on 16th September 2016.

Council Approval Required

No

Exempt from the Press and Public

No

Title

Corporate Plan 2016/17 Quarter 2 Performance Report

1. Recommendations

- 1.1 That the overall position and direction of travel in relation to performance be noted.
- 1.2 That consideration 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 report of the Corporate Governance Inspection (CGI) led by Dame Louise Casey (published on 4th February 2015), criticised the Council's approach to performance management. The report stated that while the Council's approach at that time to strategic and corporate planning and the publication of associated documents had been in line with expectations, they did not "connect with reality on the ground". The report went on to note how the Council had no effective over-arching vision which should be informing its work and priorities; and that the Plans themselves could be over-simplified (e.g. on single pages) and did not provide the depth required to drive performance.
- 2.2 In light of this, 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 To inform the establishment of this new vision, during the summer of 2015, the Leader of the Council and Commissioners (with support from a range of partner organisations and other leading councillors), met with people across Rotherham to listen to their views on their key priorities for the future of the borough. In total around 1,800 people were engaged (with the results published in the "Views from Rotherham" report in October 2015).
- 2.4 The Leader of the Council used the feedback received to define a new vision for the Borough, which was announced at the Commissioners' public meeting with Councillors on 28th October 2015.

- 2.5 In the light of this new vision, the development of a new Corporate Plan was initially led by the then MD Commissioner. This new Corporate Plan for 2016-2018, alongside a revised Performance Management Framework, was then endorsed by Elected Members at the Council meeting on 9th December 2015. Members acknowledged that the Corporate Plan would require further work to refine it, and that priorities and measures would need to be finalised through a process led by the new Chief Executive and senior management in place from early 2016. Importantly, it was also noted that the finalised Corporate Plan would need to reflect the specific priorities of the Leader and Cabinet in place following the local elections in May 2016.
- 2.6 Since the arrival of the newly appointed Chief Executive in February 2016, work began alongside 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. Given the nature of the Council's ongoing progress towards improvement a one-year plan was developed. The underpinning performance management cycle runs from April to March and 2016-17 will therefore be a transitional year for planning and reporting, to introduce these new performance management arrangements and ensure a new and consistent approach across the Council. The refined Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13th July 2016.
- 2.7 Service and team planning templates have been produced to ensure a 'golden thread' runs from the Corporate Plan through to service, team plans and the PDR process and develop a consistent approach across the Council.
- 2.8 A new reporting format has been adopted and the first quarterly Performance Report (April – June 2016) was presented to the Cabinet and Commissioners' Decision Making meeting on 12th September 2016 and the Overview and Scrutiny Management Board (OSMB) on 16th September 2016. At the end of the first quarter 19 measures were progressing above or in line with the target set. Although this represented 18.6% of the total number of measures, performance showed that 43.2% of measures which have data available for the first quarter were on target. 27.3% (12) of performance measures measured in quarter 1 had not progressed in accordance with the target set (11.8% overall). At the Cabinet and Commissioners' Decision Making meeting the overall direction on travel in relation to performance and the performance reporting timetable were noted. OSMB also noted performance and welcomed the new reporting format.

3. Key Issues

- 3.1 The Corporate Plan includes 86 measures, however a number of these include different 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*

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

- 3.2 The 2016/17 Corporate 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 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.
- 3.3 The Quarter 2 Performance Report (Appendix A) sets out how the Council has performed in the second quarter of 2016/17 (1 July – 30 September 2016) to deliver the five headline priorities for Rotherham as set out in the Corporate Plan for 2016-17. 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 Q2 Performance Scorecard (Appendix B) provides an analysis of the Council's performance against each of the 103 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 second quarter (July – September 2016) 23 measures are progressing above or in line with the target set. Although this represents 22.3% of the total number of measures, performance data shows that 39.7% of measures which have information available for the second quarter are on target (a slight fall from the 43.2% in the last quarter). The direction of travel for these measures is, however, more positive, with 43.1% (28) of the indicators measured this quarter seeing improvements, compared to 36% in the last period.
- 3.6 24.1% (14) of performance indicators measured this quarter have not progressed in accordance with the target set (13.6% overall) and **32.3%** (21) have seen a negative direction of travel (20.4% across the whole of the Corporate Plan). This shows an improvement when compared to 27.3% of measured indicators not hitting their targets in quarter 1 and 45.2% which previously had a negative direction of travel.
- 3.7 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.
- 3.8 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 will take place on 24th November. Further roll out phases will see the behaviours incorporated within the PDR paperwork.

- 3.9 To ensure that the 2016/17 Corporate Plan is effectively performance managed formal quarterly performance reports will continue to be presented to Cabinet/Commissioner Decision-Making meetings during 2016/17:

- Quarter 3 Performance Report (performance to end December 2017) – 13th February 2017
- Quarter 4 Performance Report (performance to end March 2017) – May 2017 (date TBC)
- Final 2016/17 Annual Performance Report (validated data) – Summer/early Autumn 2017 (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.
- 5.3 As work has progressed on the plan a number of presentations and discussions have also taken place with the Council's middle ("M3") managers (for example on 18th November 2015, with regard to the draft Corporate Plan; and more recently, on the revised plan, on 17th May 2016 and on the approved plan and service planning on 27th July). Regular discussions on the developing plan have also been held with Strategic and Assistant Directors, Cabinet Members and Commissioners.
- 5.4 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.
- 5.5 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.

6. Timetable and Accountability for Implementing this Decision

- 6.1 This is the second quarterly Performance Report. The Quarter 3 Performance Report will be presented to Cabinet and Commissioners on 13th February 2017. Paragraph 3.10 sets out an outline forward programme of further quarterly performance reports.

7. Financial and Procurement Implications

- 7.1 The Corporate 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.

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 clear understanding of what it seeks to achieve and how it will prioritise its 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 (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 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 will reinforce the duties of the Council in this regard in delivering the aims and ambitions of the new Corporate Plan for 2016/17 and supporting service business planning processes.

12. Implications for Partners and Other Directorates

- 12.1 Partnership working is central to the Corporate Plan. 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 will be developing a new, longer-term Community Strategy over the course of 2016, to come into force from 2017. The Community Strategy will describe how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. This Strategy will also need to inform future reconsideration and reassessments of the Council's own Corporate 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 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.
- 13.3 24.1% (14) of performance measures measured this quarter have not progressed in accordance with the target set (13.6% overall) and 32.3% (21) have seen a negative direction of travel (20.4% across the whole of the Corporate Plan).

14. Accountable Officer(s)

- 14.1 *Sharon Kemp, Chief Executive*

Approvals Obtained from:

Interim Head of Human Resources: Alan Greaves
Assistant Director of Legal Services – Dermot Pearson
Strategic Director of Finance and Customer Services – Judith Badger

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

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

Appendix A

RMBC CORPORATE PLAN 2016-17 PERFORMANCE REPORT

Period:

Quarter 2 – July - September 2016

About this report:

This report sets out how the Council has performed in the second quarter of 2016/17 to deliver the four headline priorities for Rotherham as set out in the Corporate Plan for 2016/17. It brings together headline performance measures with wider information, key facts and intelligence to explain how the council is working and performing to deliver its vision for Rotherham.

The Council's 4 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*.

This report focuses on the headline performance measures associated with these key priorities, as set out in the Council's Corporate Plan for 2016/17. Through Directorate and Service teams the Council carries out wider work that is subject to further measures of performance and quality, which are addressed and managed through Directorate and Service-level Business Plans. This report is intended to provide an overview of the contribution that the Council makes across all of its activities to improving Rotherham as a place to live, work and spend time.

Headline narratives:

The Council's Corporate Plan for 2016/17 sets out the outcomes and headline measures that demonstrate performance against the four priorities that the Council works towards in order to create a safer, healthier and more prosperous Rotherham.

Every child making the best start in life We are working to ensure that Rotherham becomes a child-centred borough, where young people are supported by their families and community, and are protected from harm. We will focus on the rights and voice of the child; keeping children safe and healthy; ensuring children reach their potential; creating an inclusive borough; and harnessing the resources of communities to engender a sense of place. We want a Rotherham where young people can thrive and go on to lead successful lives. Children and young people need the skills, knowledge and experience to fully participate in a highly skilled economy.	Every adult secure, responsible and empowered We want to help all adults enjoy good health and live independently for as long as possible and to support people to make choices about how best to do this. We want a Rotherham where vulnerable adults, such as those with disabilities and older people and their carers, have the necessary support within their community.
A strong community in a clean safe environment We are committed to a Rotherham where residents live good quality lives in a place where people come together and contribute as one community, where people value decency and dignity and where neighbourhoods are safe, clean, green and well-maintained.	Extending opportunity, prosperity and planning for the future We are building a borough where people can grow, flourish and prosper. We will promote innovation and growth in the local economy, encourage regeneration, strengthen the skills of the local workforce and support people into jobs. We want a Rotherham where residents are proud to live and work.
Running of a modern, efficient Council This underpins the Council's ability to deliver the vision for Rotherham. It enables local people and the Government to be confident in its effectiveness, responsiveness to local need and accountability to citizens. A modern, efficient council will provide value for money, customer-focused services, make best use of the resources available to it, be outward looking and work effectively with partners.	

The Council's headline outcomes

The report is focussed around the following key delivery outcomes which the Council is seeking to achieve in delivering the vision for the borough.

Priority	Outcome
Priority 1 - Every child making the best start in life	A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect
	B. Children and young people are supported to reach their potential
	C. Children, young people and families are enabled to live healthier lives
Priority 2 - Every adult secure, responsible and empowered	A. Adults are enabled to live healthier lives
	B. Adults and carers are supported to be safe, independent and resilient within a personalised model of care and support
Priority 3 - A strong community in a clean, safe environment	A. Communities are strong and people feel safe (<i>also contributes to priority 2 – Every adult secure, responsible and empowered</i>)
	B. Streets, public realm and green spaces are clean and well maintained
Priority 4 - Extending opportunity, prosperity and planning for the future	A. Businesses supported to grow and employment opportunities expanded across the borough
	B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector (<i>also contributes to priority 2 – Every adult secure, responsible and empowered</i>)
	C. Adults supported to access learning improving their chances of securing or retaining employment
Priority 5 - Running a modern, efficient Council	A. Maximised use of assets and resources and services demonstrate value for money
	B. Effective governance arrangements and decision making processes are in place
	C. Staff listen and are responsive to customers to understand and relate to their needs
	D. Effective members, workforce and organisational culture

This report is based on the headline measures that Directorates have identified that best demonstrate progress in achieving the above outcomes.

Key to performance monitoring

The following symbols are used in this report to show how the council is performing in line with the measures and targets it has set:

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

Executive summary

The Corporate Plan includes a total of 103 measures:

- 21 measures monthly
- 31 measures quarterly
- 6 measures termly
- 7 measures 6 monthly
- 37 measures annual
- 1 measure biennial

There is one additional quarterly measure (3.B4 (b) - number of grounds maintenance customer contacts) which has been added since the Quarter 1 performance report. As a result, progress is now being reported on 103 rather than 102 indicators.

At the end of the second quarter (July – September 2016) **23 measures are progressing above or in line with the target set**. Although this represents 22.3% of the total number of measures, performance data shows that **39.7%** of measures which have information available for the second quarter are on target (a slight fall from the 43.2% in the last quarter). The direction of travel for these measures is, however, more positive, with **43.1%** (28) of the indicators measured this quarter seeing improvements, compared to 36% in the last period.

24.1% (14) of performance indicators measured this quarter have not progressed in accordance with the target set (13.6% overall) and **32.3%** (21) have seen a negative direction of travel (20.4% across the whole of the Corporate Plan). This shows an improvement when compared to 27.3% of measured indicators not hitting their targets in quarter 1 and 45.2% which previously had a negative direction of travel.

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.

The Council has 32 **Priority Measures**, of which data is available for 20. For the remaining 12 indicators, ten are subject to annual reporting and there are two where no target has been set

Of the 20 that have data available, 7 (35%) are currently hitting their targets, and 6 (30%) are currently missing targets. The remaining 7 (35%) are on track but not yet hitting target.

Direction of travel data is available for 22 priority measures. 9 priority measures (41%) are currently showing improving direction of travel, with 7 (32%) declining and 6 (27%) stable.

Priority 1 - Every child making the best start in life

- 2 measures (13.3% of those measured this quarter) are progressing above or in line with target set compared to 1 measure (8%) last quarter
- 9 measures (60% of those measured this quarter) progress has been satisfactory but is not fully reaching target set, compared to 6 measures (46%) last quarter **(3 priority measures)**
- 4 measures (26.7% of those measured this quarter) have not progressed in accordance with target set compared to 6 measures (46%) last quarter **(3 priority measures)**
- 4 measures do not have defined targets **(1 priority measure)**
- 8 measures do not yet have data available due to the infrequency/timing of the data (compared to 10 last quarter) **(2 priority measures)**

Improvement continues to be made across the priority area to ensure that every child makes the best start in life. In particular, **the percentage of young people aged 16 to 18 who not in Education, Employment or Training (NEET)** is now hitting target and the **percentage of referrals to Child and Adolescent Mental Health Service (CAMHS) which are triaged for urgency within 24 hours of receipt** is standing at 100%. This is a significant improvement over the quarter 1 figure of 88%.

However, there are areas which continue to require improvement and a number of actions and interventions are currently being implemented as outlined in the Children and Young People's Improvement Plan. The **% of Child and Adolescent Mental Health Service (CAMHS) triaged referrals assessed within 3 weeks** is currently an area of concern and current performance is 28%. This is better than the 26% reported in the last quarter but is still well below the target of 95%. A whole service review has been completed and staffing is in place which will have a positive impact on the position in future quarters.

The **percentage of children who have had a social care concern raised within 12 months of the last concern ending (priority measure)** is now at 30.4% against the target of 26% and remains significantly higher than the national average. A detailed review of cases has been commissioned to determine what has occurred so that progress in this area can be recovered.

Percent of children who are subject to repeat child protection plans (priority measure) and **increase in the proportion of children who are cared for in a family setting (priority measure)** both continue to miss their targets as they did in quarter 1. The service is reporting improved performance by the end of September for both indicators, although work remains to be done to achieve the targets.

There had been 12 **prosecutions for Child Sexual Exploitation** offences in the financial year to 30th September.

Priority 2 - Every adult secure, responsible and empowered

- 5 measures (62.5% of those measured this quarter) are progressing above or in line with target set, compared to 6 measures (66.2%) last quarter (**4 priority measures**)
- 2 measures (25% of those measured this quarter) progress has been satisfactory, but is not fully reaching target set compared to 3 measures (34%) last quarter (**1 priority measure**)
- 1 measure (12.5% of those measured this quarter) have not progressed in accordance with target set compared to 0 measures last quarter
- 6 measures do not have defined targets (**2 priority measures**)
- 9 measures do not yet have data available due to the infrequency/timing of the data (**2 priority measures**)

Although good progress continues to be made and the majority of measures are on track to achieve the targets set, **delayed transfers of care from hospital (priority measure)** and the **number of carer's assessments** remain areas of concern.

The direction of travel for the number of carer's assessments has declined further since quarter 1 (performance is 341 compared to 430 in quarter 1) and the measure is now rated as 'measure has not progressed in accordance with the target set'. Investigations are currently taking place to understand and address poor performance.

Average delayed transfers of care from hospital is a priority measure where, although the direction has improved, the measure remains off target at 2.1 against a target of 1.5. A number of actions are currently being implemented to improve performance.

Increasing the **number of people with learning disabilities supported into work** is still a high priority and although the indicator is still not fully reaching the target set the target is still considered to be achievable.

There is no data currently available for **Public Health** due to its frequency being annual.

Food in crisis support data is indicating an increase in levels of need, with a notable increase the numbers of food parcels distributed in quarter 2 compared to quarter 1. If this trend continues to the end of year figures for 2016/17 are likely to exceed the total for last year.

Priority 3 - A strong community in a clean, safe environment

- 6 measures (50% of those measured this quarter) are progressing above or in line with target set compared to 4 measures (44%) in the last quarter (**2 priority measures**)
- 2 measures (17% of those measured this quarter) where progress has been satisfactory but is not fully reaching target set compared to 2 measures (22%) in the last quarter (**1 priority measure**)
- 4 measures (33% of those measured this quarter) have not progressed in accordance with target set compared to 3 measures (34%) in the last quarter (**1 priority measure**)
- 4 measures do not have defined targets
- 2 measures do not yet have data available due to the infrequency/timing of the data (compared to 4 measures in quarter1)

Progress continues to be made across both outcome areas, although national factors are making delivery of targets challenging around ensuring communities are strong and people feel safe.

Levels of reported anti-social behaviour are continuing to increase and the Safer Rotherham Partnership Board will continue to focus on strategies for reducing this in the coming months. Additionally, the first reporting of the **percentage of all license holders that demonstrate adherence to the Council's Hackney Carriage and Private Hire Policy (priority measure)** is short of the 100% target. This is the first time performance has been reported and 3 out of the 4 categories making up this indicator have seen very good compliance rates of 96% or above. The fourth category, which requires drivers to obtain the BTEC / NVQ qualification, remains low and work is continuing to improve this position.

Performance remains challenging in both priority indicators covering the **number of people borrowing books and other materials (priority measure)** and the **aggregate footfall in the Town Centre**. The former indicator is now improving but not guaranteed to hit its target, whilst the latter continues to decline. Plans are in place to improve both indicators.

The Streets, Public Realm and Green Spaces outcome area is broadly in line with targets – the **number of missed bins per 100,000 collections** in particular is now hitting its target and performance has improved from quarter 1. The newly reported indicator relating to **grounds maintenance customer contacts** is missing its target although performance is improving.

Priority 4 - Extending opportunity, prosperity and planning for the future

- 4 measures (40% of those measured this quarter) are progressing above or in line with target set compared to 4 measures (80%) last quarter (**1 priority measure**)

- 3 measures (30% of those measured this quarter) progress has been satisfactory but is not fully reaching target set compared to 1 measure (20%) in quarter 1 (**2 priority measures**)
- 3 measures (30% of those measured this quarter) have not progressed in accordance with target set compared to 0 measures in quarter 1
- 7 measures do not yet have data available due to the infrequency/timing of the data (**4 priority measures**)

The data relating to measures focused around **economic growth** remain unavailable due to the frequency of data, which is annual. However recent progress includes the contract awarded to provide a town centre master plan for Rotherham and five economic development projects, plus one housing bid, which have recently been submitted to the SCR for funding. These utilise an underspend from currently approved projects under the Sheffield City Region Investment Fund (SCRIF) programme. The first review and monitoring of the Economic Growth Plan will take place in November after the plan has been operational for a year, including a review of key projects.

Interim data for measures relating to **high quality accommodation** indicate that the majority are on track to achieve their annual target. However, the **new affordable home ownership** target of 148 will not be achieved following reductions in government grant funding. In future years this will be delivered through the Starter Home Scheme and an expression of interest has been submitted to government to work in partnership with the Homes and Communities Agency (HCA) to deliver 'Starter Homes' directly. The HCA has indicated that the announcement will be made after the Chancellor's autumn statement on 23 November 2016. No firm date has been given by the government.

Further work has continued to raise standards of accommodation in the private rented sector through the **Council's Selective Licensing Scheme**. In Eastwood and Dinnington, there are more private rented properties than had been expected when the Council set its target for the numbers of eligible landlords applying for licenses under its Selective Licensing Scheme. To deal with this and in order to provide more accurate data the Council has capped performance to a maximum of 100% across all Selective Licensing Areas. Using this method performance at the end of quarter 2 is 91%, 7% higher than quarter 1.

The Skills Funding Agency Notice to improve Rotherham Council's Adult Education Budget (AEB) was lifted in spring 2016, enabling the Adult Community Learning (ACL) Service to commission more **adult learning provision** and increase the number of adults in Rotherham that the Council is able to fund and support. Data relating to 2015/16 has recently become available and shows that there has been a reduction in the number of people aged 19+ supported through a learning programme (264 people - decrease of 25 people) and the annual target (300) has not been achieved. The % of people aged 19+ supported through a learning

programme who have obtained or got a better job is also off target, although the direction of travel has improved by 1%.

Priority 5 - Running a modern, efficient Council

- 6 measures (46.1% of those measured this quarter) are progressing above or in line with target set compared to 4 measures (50%) last quarter
- 5 measures (38.5% of those measured this quarter) progress has been satisfactory but is not fully reaching target set compared to 1 measure (13%) last quarter
- 2 measures (15.4% of those measured this quarter) have not progressed in accordance with target set compared to 3 measures (37%) last quarter (**2 priority measures**)
- 2 measures targets are not applicable
- 3 measures do not yet have data available due to the infrequency/timing of the data (**1 priority measure**)

Revenues collected from council tax and business rates are in line with the Council's financial planning assumptions and are on target.

The **percentage of complaints closed within the timescales** has seen a slight improvement in performance to 82% (from 79% in quarter 1). However, the **number of complaints received** has continued to increase, with quarter 2 seeing 30% more complaints. The majority of the increase relates to Children's and Young People's Services, which is in line with previous trends.

The **pre-decision scrutiny** process has become embedded within the decision-making process and has so far been positive for scrutiny members, executive members and officers.

The **number of days lost per FTE (priority measure)** and **reduction in agency costs (priority measure)** remain below target, with the number of days lost per FTE increasing from quarter 1 to 10.71 days and agency staff costs increasing to £4,859. HR business partners are working with directorates to support targeted sickness intervention and initiatives to support staff wellbeing. A sub group of the Health and Wellbeing panel has also been formed to review and refresh the absence policy and guidance, attendance management process and initiatives. A review of management processes is to take place over the third quarter to review agency costs.

Priority 1: Every child making the best start in life

Outcome: A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect

Lead accountability: Ian Thomas, Strategic Director – Children and Young People's Services

Overview of progress:

The service has begun to move from compliance to quality, although there are some compliance areas where further work is needed, such as Looked After Children (LAC). Performance dipped during quarter 2 because capacity to respond to an increase in Children In Need (CIN) and LAC numbers was reduced due to leave and absence over summer.

There have been no Ofsted Improvement visits or Peer Reviews during the quarter. These will resume during quarter 3. In this period, the Ofsted visits will become formal monitoring visits as part of Ofsted's framework for inspecting inadequate authorities.

Additional support, including coaching and mentoring for managers and a specific emphasis on the 'Beyond Auditing' approach, is being put in place in order to ensure improvements in the LAC service

Social Care performance continues to be scrutinised as part of the CYPS monthly Performance Board and the weekly Operational Performance Meetings where managers are held to account at an individual child level for any exceptions that do not meet the expected level.

Exceptions:

Good/improved performance:	Areas of concern:
	Ref No. 1.A3 - % of re-referrals within 12 months has increased from 29.9% in Q1 to 30.4% in Q2 (Priority Measure)
	Ref No. 1.A4 - Increase in children becoming subject of a child protection plan for second or subsequent time to 6.1% quarter 1 from 6.6% quarter 2 (Priority Measure)
	Ref No 1.A5 - Increase in the proportion of children who are cared for in a family based setting is 84.4%, the same as at the end of quarter against the target of 87.5%

Story/narrative:

Corporate Plan Action - Early Help service to identify and support families at the right time to help prevent social services involvement

Ref No 1.A1 Reduction in Children in Need rate (per 10k population) (Priority

measure) - There is no good or bad performance in relation to numbers of CIN although it is important to monitor against statistical neighbour and national averages as numbers considerably higher or lower than average can be an indicator of other performance issues.

The numbers in September are higher than previous months at 390.7. The locality management team have clear processes in place for regular review of CIN cases to ensure timely progression and to avoid drift. This work is on a rolling basis and ensures that workers and team managers are challenged on the effectiveness of CIN planning where appropriate.

One of the measures of success of our Early Help offer will be, over time, a reduction in the numbers of CIN as families are offered support at an earlier point before concerns escalate.

Ref No 1.A2 The number of families engaging with the families for change programme as a percentage of the troubled families target - The Department of Communities and Local Government has set a target for Rotherham to engage 882 families in whole family support in this financial year. At the end of September 2016 46% of this target has been identified and engaged. Whilst this falls slightly behind the engagement profile it is not an area of concern since the slippage is not significant. We are confident that it can be addressed through improved processes to connect the good practice in Early Help Triage and locality teams with required tracking systems. The introduction of Liquid Logic in October 2016 will support this process.

Corporate Plan Action - Ensure that all children in need work is managed robustly and that appropriate decisions and actions are agreed

Ref No 1.A3 % children who had a social care concern raised within 12 months of the last concern ending (Re-referrals) (Priority measure) - Re-referrals are a reflection of the quality of practice and as this improves the percentage should reduce. Currently performance is 30.4% against the target of 26%. This remains significantly higher than the national average, indicating that children's needs are not being met in a sustained way. This reinforces the findings of our audit programme which is trying to help us move beyond compliance. A detailed review of these cases has been commissioned to help us understand what has occurred as it is out of keeping with previous improved performance.

Corporate Plan Action - Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies

Ref No 1.A4 % children who are subject to repeat child protection plans (within 24 months) (Priority measure) – The number of children on plans for a second and subsequent time, although rising, had started to reduce towards the end of the quarter. Work continues in the service to assess the quality of plans and to ensure that plans are only ceased when children and young people are no longer at risk or are supported appropriately at a lower level of intervention.

Corporate Plan Action - Increase in the proportion of children who are cared for in a family based setting

Ref No 1.A5 Increase in the proportion of children who are cared for in a family based setting (Priority measure) - The proportion of our Looked After Children who are cared for within a family based setting remained fairly steady during the quarter, although still not achieving the target. This is in spite of an increase in the number of Looked After Children, which demonstrates a small improvement in the sufficiency of family based care available.

The Fostering Allowance and Support Scheme has recently been approved which should increase the growth of in-house foster carers.

Corporate Plan Action - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working

Ref No 1.A6 Number of CSE referrals and 1.A7 CSE Prosecutions - The number of CSE referrals dropped during quarter 2 with a reported figure of 35. There is no target against this measure as numbers can fluctuate and are therefore difficult to predict. There had been 12 **prosecutions for Child Sexual Exploitation** offences in the financial year to 30th September.

Ref No 1.A8 Number of victims/survivors accessing post abuse support services (new referrals) - Child Sexual Exploitation continues to be identified, investigated and prosecuted. However, caring for the victims remains complex, especially supporting those who are going through court proceedings, some of which are historic in nature.

Ongoing risks and challenges ahead:

Managing rising demands and improving the quality of support continue to prove a challenge. Investment in evidence based intervention to address demand (early help / edge of care) coupled with the introduction of an operating model to address quality will provide the best opportunity to achieve the targets set out in the plan.

The Quality Assurance Framework and the development of the Beyond Auditing Framework linked with Learning and Development should also contribute to tackling the issue of quality and how this is evidenced in the outcomes for young people. Ofsted are undertaking the first of their formal monitoring visits on the 20th and 21st of October around Looked After Children. This is part of the new Ofsted framework for re-inspection inadequate children's services.

Outcome: B. Children and Young people are supported to reach their potential

Lead accountability: Ian Thomas, Strategic Director – Children and Young People's Services

Overview of progress:

A positive profile of school OFSTED inspections means that more children are now attending good or better schools. Action has also been taken in a range of areas to

address under performance. This has included the improvement of provision to support children with social, emotional and behavioural issues. Early data collection indicates that the improvements are having an impact of pupils engaging with provision.

Significant changes have taken place in national data collection relating to a number of the measures and this may lead to changes in the reporting against the measure.

Despite the recent in year changes by the Department for Education to the “Not in Education, Employment and Training” (NEET) and “Not Known” cohort measure, the first statistical (currently unverified) return is 2.4%, which is currently on track to meet the annual target.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 1.B2: 86% children and young people who attend a good or better schools therefore reducing the gap to the national average to only 1%	Ref No. 1.B7(b): % of Education Health and Care Plans completed in statutory timescales (based on Conversions from Statements to EHCP in that month) currently stands at 52% (Priority measure)
Ref No. 1.B1: 79.5% of entitled 2 year olds accessing childcare	

Story/narrative:

Corporate Plan Action - Increase the take-up of free Early Childcare for disadvantaged families

Ref No 1.B1 % of entitled 2 year olds accessing childcare - The percentage of children accessing childcare in Rotherham is currently in line with expectations. The take-up level in the Summer term 2016 was 79.5% this is in line with historical take-up patterns.

Corporate Plan Action - Sustainable Education and Skills

Ref No 1.B2 % children and young people who attend a good or better schools

The proportion of children and young people who attend a good or better school has increased by 20% from 66% in August 2012 to 86.2% in July 2016. The latest comparison to the national average is 83% as of 31st March 2016. Rotherham averages are 3.2% above the national average.

A framework is in place for supporting and challenging the leadership of schools of concern to improve the capacity of these schools to secure and sustain high standards in pupil outcomes. This allows the local authority to undertake its statutory functions with regards to school improvement. The School of Concern policy is reviewed each year in line with changes introduced by the Department for Education.

The local authority identifies and challenges underperformance and brokers support, whether that is in the form of school-on-school support within the Learning

Community, the local authority or beyond the borough. Rotherham School Improvement Service teaching and learning consultants provide intensive support for schools of concern.

Corporate Plan Action - Reduce the number of children and young people persistently absent from school

Ref No 1.B4 (a&b) - Persistent absence rate a) Primary School & b) Secondary School - Following a change in the DfE definition for Persistent Absence (PA), targets and performance for this measure have been recalculated. Latest published data is based on the year-end out-turn for academic year 2015/2016. Out of the 88 Primary schools who submitted their data, 39 of them had less PA than the national average and out of the 14 Secondary schools who submitted their data, 7 had less PA than the national average. Work is underway to finalise an attendance strategy working with schools

Corporate Plan Action - Reduce the number of school days lost to exclusion

Ref No 1.B5 (a&b) Reduction in the number of exclusions from school which are a) Fixed term & b) Permanent (Secondary school) - We have set challenging but realistic targets to address the rising number of exclusions, both fixed term and permanent. Permanent exclusions had doubled in each of the past two years (2013/15 – 2014/15) in secondary schools from 12 to 24, and then to 50. This last academic year (2015/16) had initially 53 permanent exclusions but 6 were overturned or rescinded the actual recorded number was 47. This is a slight fall overall but more significantly; it is a halt in the trajectory of rising exclusions.

School collective responsibility partnerships set up to improve the schools' response to children's needs in the area of social, emotional and mental health (SEMH) have begun to show some effect on children remaining in school. Schools have a new model to work with for the Pupil Referral Unit which gives them more responsibility, flexibility and control over those children who need to access this support. This is showing a positive effect with locality partnerships taking joint responsibility for the children they find challenging to maintain in school. The numbers of fixed term and permanent exclusions for September 2016 provide grounds for cautious optimism at this early stage in the academic year. There are 93 fixed term and 2 permanent compared with 271 fixed term and 7 permanent in September 2015. The Secondary Pupil Referral Unit covers two sites, one of which has been moved after complaints from the local community and primary school. The new site allows for greater independence for the delivery of a more effective curriculum offer.

There is also a wider SEMH Strategy which is addressing partner's collective responsibility within primary localities. This will allow children's needs to be met as early as possible. The primary Pupil Referral Unit is also being reshaped to fit with this new way of working.

Corporate Plan Action - Enable hard to reach young people to achieve their full potential through education employment or training

Ref No 1.B6 % of young people of academic age 16/17 who are Not in Education, Employment or Training (NEET) - The Department for Education recently announced changes to the Not in Education, Employment and Training (NEET) and Not Known cohort measure that became live on 1st September 2016. The main change is that both the NEET and Not Known cohorts will now be measured on academic age 16 and 17 only (Y12/13). Further to this, the adjustment previously applied to the NEET figure has been removed. For Rotherham this means a reduction on the tracking requirement of approximately 3,200 young people (Y14 cohort). This reduction allows us to focus resources on further improving tracking and support of 16 and 17 year olds. Engaging more young people at 16 and 17, will reduce the chances of them spending time NEET. The first return to incorporate these changes is the end of September 2016. This is currently unverified but is 2.4% which is currently on track to meet the annual target.

Corporate Plan Action - Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives

Ref No 1.B7 (a&b) Percentage of Education Health and Care Plans completed in statutory timescales a) based on NEW Plans issued in that month & b) based on Conversions from Statements to EHCP in that month (Priority measure) - All Education Health and Care Plan (EHCP) completions and conversions are measured nationally by a monthly cumulative target for how many have been completed within timescale from the beginning of the reform in September 2014.

The percentages for timeliness of completion this quarter have fallen slightly from 67% to 65%. This is expected over the summer months when schools are unavailable and annual leave hinders the collection of information.

There has been significant change in the EHC Assessment team over the past year with a new manager put in place from April 2016. The team has been re-organised with a strategic approach to addressing the completion of EHCP's within timescales. There are a high number of conversions to be completed for young people at Post 16. Post 16 staff moved into the EHC Assessment Team from September 2016 from another part of the directorate. Additional staff have been appointed temporarily to address the rate of conversions. The new management structure allows for complex cases and those not completed within timescale to be prioritised. Outsourcing is now in use where possible to complete less complex plans quickly and use time efficiently.

RMBC were part of the pilot study for gathering views of young people about the EHC process using the Personal Outcome Evaluation Tool (POET). To date feedback has been positive.

Rotherham continues to have the lowest level of SEND tribunals nationally, with none as yet being taken beyond the mediation stage since the reforms began.

Corporate Plan Action – Sustainable education and skills

Ref No 1.B8 % of children aged 0-5 living in the Rotherham area who are registered with a Children's Centre - In order to help increase registration rates in

Children Centres there are various activities being undertaken including;

The Children's Centre registration form has been refreshed and condensed with a clear focus on Families for Change (FFC) criteria and other current key early help performance targets. The Children's Centre website has also been updated alongside a new flyer, this is awaiting Early Help branding. Work has also been completed to ensure consistent use of Children's Centre Facebook pages.

We have reinvigorated the outreach worker bi-monthly meetings to share data and good practice and to ensure that staff remained focussed on targeting those most in need. In addition to this, the 30% Low Level Super Output Areas (LSOA) registration and access rates are now reported on in the Early Help Performance Scorecard alongside the overall target ensuring that the areas of highest deprivation continue to be targeted.

Ongoing risks and challenges ahead:

The key risks and challenges to the development of the early help offer in Rotherham are;

Staff (Workforce)

Keeping our staff fit and well, managing workloads, demand and expectations. Our sickness absence levels in July 2016 were 12.06 FTE sick days which are higher than RMBC at 10.98 FTE sick days & CYPS at 11.78 FTE sick days.

Mitigations include;

Monthly Performance clinics with HR, Wellbeing questions in all 1-1's.

Finance

This year (16/17) we have reduced the Early Help core revenue budget by £501k as well as making a further £273k in year additional savings. This is in addition to £257k of pressures that were absorbed resulting in a total reduction of £974,873 in 16/17 compared to the previous year (15/16). For 17/18 we are developing proposals for a further £421k reduction.

Mitigations include;

Early conversations with trade unions, Member oversight through the Early Help Review Board, Staff engagement events (x3) in October, (x3) Partner engagement events in November.

Partners

Whilst we continue to enjoy great support at a number of strategic Boards and partnerships, the latest performance figures, show that since January 2016, over 92% of all new Early Help Assessments are being completed by RMBC Early Help Staff.

Mitigations include;

Strategic conversations between partners at the CYPS Improvement Board, the Early Help Review Board, the Safeguarding Board and the recently established (multi-agency) Early Help Steering Group, Monthly Performance reporting on partner completion of Early Help Assessments.

Outcome: C. Children, young people and families are enabled to live healthier lives

Lead accountability: Terri Roche, Director – Public Health and Ian Thomas, Strategic Director – Children and Young People's Services (measure 1.C4)

Overview of progress:

Public Health commission services for smoking cessation, weight management and sexual health have successfully procured 0-19s children's health, sexual health, and drugs and alcohol recovery services. These are performance managed in the contracts with the providers.

All measures except smoking status at time of delivery (SSATOD) are annual. SSATOD data for Quarter 1 2016/17 is slightly up on annual data for 2015/16 although in line with recent quarterly data. Quarter 2 data is due December 2016.

Levels of childhood obesity appears to stabilising for reception year children (aged 4/5) and decreased for Year 6 children (aged 10/11) in 2014/15 after increasing since 2011/12. Sexual health as measured by chlamydia detection decreased again in 2015 but improvement plans are in place and the signs from local unvalidated data for 2016/17 so far indicate that this is improving.

There has been a steady improvement in performance since the new RDASH CAMHS service structure was fully recruited to at the end of quarter one. The target for urgent referrals to be triaged for urgency within 24 hours is now being met however the target for assessing CAMHS referrals within three weeks is not being met.

The CAMHS service is continuing to focus on reducing the waiting time target for assessing referrals within three weeks. With the backlog of children and young people waiting for assessment being steadily cleared, it is anticipated that there will be improved performance against the assessment target within quarter three.

The CAMHS locality workers are now in post and are continuing to establish links with schools, Early Help teams, social care teams and GPs within their respective localities. In addition, work is progressing on the CAMHS single point of access team working alongside the Early Help triage team. The CAMHS single point of access team will re-locate to Riverside House in quarter three. Both of these developments will reduce inappropriate referrals into CAMHS and ensure that children and young people's needs are met promptly.

Exceptions:

Measures 1.C1-1.C3 no exceptions - all measures except 'Smoking status at time of delivery' (1.C1) are annual. Smoking at delivery data fluctuates quarterly, therefore Quarter 1 is generally in line with target.

Good/improved performance:	Areas of concern:
Ref No. 1.C4 a) - 100% of <i>Child and Adolescent Mental Health Service (CAMHS)</i> referrals triaged for urgency	Ref No 1.C4 (b) - 26% of triaged CAMHS referrals that were assessed within 3 weeks against a target of 95% -

within 24 hours of receipt against a target of 100%	<i>waiting list initiative in place to improve performance</i>
Story/narrative: Action - Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles Ref No. 1.C1-1.C3 - The action for this priority area is to deliver services for the 0-19 year olds which will support children and families to achieve and maintain healthier lifestyles. This is being fulfilled by the commissioning of services as above. Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure) – Public Health are continuing to commission specialist stop smoking in pregnancy services. Rotherham's recent decrease is due to the intervention work by the Stop Smoking in Pregnancy Service. They refer all mothers-to-be who smoke to a Stop Smoking midwife for one to one specialist support. This includes measurement of all pregnant women's carbon monoxide levels (to detect smoking). They also work with partners and close family members to use this key stage of life to make positive life changes including stopping smoking. A "deep dive" into Rotherham smoking rates has been carried out at a PH Governance and Programme Leads meeting. Ref No. 1.C2 Reduction year-on-year levels of childhood obesity (priority measure) – The National Child Measurement Programme (NCMP) weighs and measures children in Reception and Year 6 on an annual basis to monitor childhood obesity. The Rotherham School Nursing Service are about to start work to deliver the NCMP for 2016/17. Head Teachers have received a letter asking for their support for the delivery of this year's programme (2016/17), alongside a data pack showing the last three years results of the NCMP for their school. Parents will also receive a letter outlining the programme and asking for consent for their child to participate. Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. All of the Children's Weight Management Services in Rotherham are focusing on local schools with higher rates of childhood obesity to improve health outcomes. These are actively marketed by a range of frontline workers including school nurses. In addition, school nurses, health visitors and other key frontline workers have recently received training on 'How to raise the issue of weight'. This has resulted in families better engaging with the Healthy Weight Services in Rotherham. Ref No. 1.C3 Chlamydia detection rate (15-24 year olds) – Public Health commission sexual health services which include chlamydia detection. Chlamydia detection is an indication of the number of sexuality transmitted infections (STI) circulating within the community. If chlamydia is detected then there is evidence of unprotected sexual activity and a high probability that other STIs could be passed on. Low detection could mean low prevalence within the community (which is good news) or lack of targeting high risk groups therefore increasing spread of STI thus	

high risk of infections within the community.

The recent decrease in the chlamydia detection rate was picked up via performance management of the Provider Trust. To remedy this, an improvement plan is now in place. The actions resulting from this were: the appointment of a dedicated health promotion co-ordinator to promote the screening service; working with the Public Health England Sexual Health Co-ordinator to look at best practice; and identifying target populations to improve detection rates.

The latest returns from the service have shown Rotherham's position moving from red to amber (based on local unvalidated data).

Corporate Plan Action - Ensure that all children and young people with emotional wellbeing and mental health needs, receive prompt support and treatment

Ref No. 1.C4 a) The percentage of referrals triaged for urgency within 24 hours of receipt - was 88.2% at the end of quarter 1 against a target of 100%. The new RDASH CAMHS service structure was implemented at the beginning of quarter 2 and the additional capacity to manage the number of referrals being received, coupled with clear processes to undertake urgent referrals within 24 hours of receipt, has resulted in performance of 100% against the target of 100% in each of the months within quarter two.

Ref No. 1.C4 b) The percentage of triaged referrals that were assessed within 3 weeks - remained significantly below the target of 95%, with the performance in quarter two being static at 28% (26% in the previous quarter). The backlog of initial assessments continues to reduce due to a waiting list initiative and there should be a corresponding increase in performance against target in early quarter 3. There remains a short term re-alignment of staffing to allow the prioritisation of those young people on the waiting list and to address any new referrals coming into the system. In addition, the RDASH CAMHS service is undertaking a capacity and demand piece of work to further refine internal processes.

Ongoing risks and challenges ahead:

The reduction of the Public Health Grant combined with competing priorities has potential impacts on the ability to achieve this outcome. This has been out to public consultation for feedback on how to best prioritise services. Results are currently being analysed. Public Health is also in the process of mobilising three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery following a successful procurement process. The Stop Smoking in Pregnancy Service is commissioned until March 2018 after which a decision will be made on its future.

There remains a high volume of referrals into the Child and Adolescent Mental Health Service (CAMHS), with a number of these referrals being inappropriate. This scenario has a negative impact on reducing waiting times and work is continuing to develop a CAMHS Single Point of Access aligned to Early Help Triage and also to review the CAMHS pathways, which will mitigate these risks.

Priority 2: Every adult secure, responsible and empowered

Outcome: A. Adults are enabled to live healthier lives

Lead accountability: Terri Roche, Director – Public Health and Shokat Lal, Assistant Chief Executive (measure 2.A6)

Overview of progress:

Public Health continues to deliver services to tackle the prevalence of smoking, substance misuse, childhood and adult obesity and encouraging everyone to do more physical activity and adopt a healthier lifestyle.

No performance data is available for 2016/17 as measures are annual. The most recent data shows the prevalence of smoking and physical inactivity have both decreased since 2012. Based on recent trends, there has also been similar improvement in successful completion of drug treatment (opiates and non-opiates). An area of concern has been the recent increase in suicide rates.

Food in crisis support data is indicating an increase in levels of need, with a notable increase the numbers of food parcels distributed in quarter 2 compared to quarter 1. If this trend continues to the end of year figures for 2016/17 are likely to exceed the total for last year.

Exceptions:

Measures 2.A1-2.A5: no exceptions - currently no data for 2016/17 due to annual measures

Story/narrative:

Corporate Plan action – Implement Health and Wellbeing Strategy to improve the health of people in the borough

Enabling adults to live healthier lives is to be achieved by implementing the Health and Wellbeing Strategy. In relation to this Rotherham Public Health commission health services (as above). These are performance managed in the contracts with providers.

Ref No. 2.A1 Smoking prevalence (18+) (Priority measure) – To reduce the level of smoking prevalence, Public Health commission services for smoking cessation with Yorkshire Smokefree. Their activity for 2015/16 delivered on target for smoking quitters (face-to-face and non-face-to-face)

Ref No. 2.A2 % of physically inactive adults (aged 16+) – The local target regarding physical inactivity is to increase physical activity in those with long-term conditions. This is supported by the Active for Health project, a 3 year scheme focussing on long-term conditions and based on providing safe and robust multi-condition sport and physical activity.

Ref No. 2.A3 Excess weight in adults (aged 16+) – Public Health commission

services to reduce excess weight in adults. Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. Contract meetings with all services show good progress with better estimates for contractual targets expected in December 2016.

There have been high levels of media attention following the Public Health Consultation relating to RIO (Rotherham Institute of Obesity). Letters of concern have been directed to MPs and the Leader. Rotherham Advertiser has run some articles and Look North carried out interviews. RIO is a clinically led service for people with severe or complex obesity.

Ref No. 2.A4 Suicide rate (all ages) (Persons) – The national recommendation regarding suicide prevention was to have a local action plan. Rotherham's Action Plan has recently been updated (July 2016) and will run as a three year plan from 2016 to 2018. On the 22 July 2016 Rotherham Suicide Prevention and Self Harm Group launched the first phase of a suicide prevention campaign in an attempt to get men to speak out about suicide and friends and families to spot concerns, ask and direct them to appropriate professional help. Campaign posters with the message 'Don't let silence kill you' have been distributed encouraging those in need to call The Samaritans or The Rotherham Crisis Team. Public Health had a stall at Rotherham Show which was on World Suicide Day, the campaign banner was used and CARE cards were distributed. Social media messages have been sent by the Communications team on World Suicide Day (September) and World Mental Health Day (October).

Ref No. 2.A5 a) and b) Successful completion of drug treatment (opiate users (aged 18-75) and non-opiate users (aged 18-75)) – The commissioning of substance misuse services has seen recent improvements in the measure for successful completion of drug treatment.

At Quarter 2, The Recovery Hub 'Carson House' continues to develop with more service users accessing the range of support on offer through the 12 week recovery boost programme which is designed to help service users who are motivated to enhance their recovery potential. Public Health has also completed a tender exercise for the new Recovery Service. The preferred provider has now been announced as 'Lifeline' and is due to be in place from 1st February 2017. The current provider and new provider are in a period of mobilisation which is intended to be seamless from a service user perspective.

Performance of successful exits from treatment of opiates and non-opiates is similar to the England average however for opiates Rotherham is outside its LA Comparator areas.

Corporate Plan action – Support vulnerable people in times of crisis

Ref No. 2.A6 a) and b) Number of people supported through welfare provision (food parcels and crisis loans) - The local crisis support measures are split across the provision of food parcels (also measured by the numbers of individual beneficiaries, adults and children) and crisis loans (where the number of loans issued are recorded) directly funded through the Council-supported schemes in

partnership with FareShare Yorkshire (food in crisis) and Laser Credit Union (crisis loans).

Data for the quarter indicates a small reduction in the levels of financial support being provided through emergency loans, compared to Quarter 1. Quarterly data shows 130 loans being issued (with a value of just over £10,000), compared to around 250 in Quarter 1 (with a value of over £20,000). This may be the result of seasonal variation (e.g. lower energy costs during summer months). However, the number of food parcels has increased from around 800 in both the final quarter of 2015/16 and the first quarter of the current year to just over 890 in quarter 2. It is possible that this is indicating increased levels of need, although further analysis of the data is required.

Ongoing risks and challenges ahead:

The reduction of the Public Health Grant combined with competing priorities has potential impacts on the ability to achieve this outcome. This has been out to public consultation for feedback on how to best prioritise services. Results are currently being analysed. Public Health is also in the process of mobilising three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery following a successful procurement process.

The Council will need to consider its ongoing ability to help finance crisis support – both in terms of food and loans provision – as part of the budget-setting process for 2017/18 as current funding commitments draw to an end in March 2017.

Outcome: B. Adults and carers are supported to be safe, independent and resilient within a personalised model of care and support

Lead accountability: Anne Marie Lubanski, Strategic Director Adult Social Care and Housing commenced on 9th August 2016.

Overview of progress:

The overall "Good" progress reported in quarter 1 across the 11 actions for this outcome is being maintained throughout the 2nd quarter.

Service Plans have either been completed (Commissioning) or are being completed and capture and refresh the on-going initiatives and key milestones for the actions in the Corporate Plan that provide the overall evidence of delivery of the outcome .

Measures supporting the actions for this outcome are indicating a positive direction of travel, with most measures on track to meet individual targets. Delayed Transfers of Care (DTOC from hospital), has improved but is still rated amber and is off target. Services supported by the Performance and Quality Team expect current actions (including performance clinics and investigations) will mitigate against risk of not achieving targets by year end. The number of carer assessments still remains lower than expected in accordance with the target set. The direction of travel has also declined. Investigations are taking place to understand the reasons for this and the information will ultimately be used to help develop improvement actions to target this area of underperformance.

Increasing the number of people with learning disabilities supported into work is still a high priority and although the indicator is still not fully reaching the target set in quarter 2 the target is still considered to be achievable and work is currently ongoing to do this.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 2.B1- No. of Safeguarding investigations (Section 42 enquiries) completed increased and currently at 155 (Priority measure)	Ref No. 2.B2– Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population has improved from quarter 1 to 2.1 but is still off target (Priority measure)
Ref No. 2.B4 a) and b) - Proportion of adults receiving self-directed support 79.9% and carers in receipt of carer specific services 100% - both above target (Priority measures)	Ref No. 2.B5 - Number of carers assessments lower than target profile at 341 against an annual target of 2,500. The direction of travel has also declined.
Ref No. 2.B9 a), b) and c) - Permanent admissions to residential care for all adults (under and over 65) are performing better than target profile (Priority measures)	Ref No. 2.B10 - Supporting people with a Learning Disability into employment slightly below 6% target at 5.7%

Story/narrative:

Corporate Plan action - Implement the new Adult Safeguarding Strategy to prevent neglect and abuse, embed making safeguarding personal and provide support to victims, linked to the corporate Safeguarding Strategy

Ref No. 2.B1 No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure) - The Safeguarding Annual Report is in draft format and will be going to Cabinet for information on the 14th November. The Safeguarding Head of Service will take up his post on 31st October. Andrew Wells has been recruited to this post and will join the Council from North Lincolnshire. The Rotherham Safeguarding Adults Board (RSAB) continues to meet every two months and during July the Board attended a development day where partners worked together to produce a document on what makes a good Section 42 enquiry. This document was signed off by the RSAB in September and is ready for implementation. Following recent issues around partnership working the Safeguarding Service Manager and the Board Manager have developed an escalation and resolution policy and this will be signed off by all subgroups and the RSAB on the 14th November for final approval. The role of Safeguarding Board Manager has been approved and will go out to advert shortly.

Corporate Plan action - Integrate health and care services to consolidate and share resources to reduce duplication and provide excellent services

Ref No. 2.B2 Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population (priority measure) - Integrated health and care services to reduce duplication and provide a better discharge experience for customers are being evidenced through changed working practices and improved service models including joint involvement of health partners, social care staff and third sector (Age UK) representatives, who provide the customer voice feedback as well as direct service input. Seven day social care working is now embedded as business as usual. Further analysis of existing and consideration of potential new joined up ways of working with health partners, including single point of access, continuing health care joint quality assurance panels and exploration of how high impact change models can inform good practice, are all in progress and will inform future quarterly updates. This work is still in progress and discussions are taking place with partner agencies on how we can potentially move forward with this in the future. Delayed Transfers of Care (DTOC from hospital), identified a sudden increase in delays, a meeting has taken place with partners, it has been identified the increase was regarding RDASH cases and was a recording error which has been addressed and is now being monitored. There is a meeting being arranged with Adult Social Care Operational Senior Managers, CCG and Hospital Senior Operational Managers to discuss how we approach DTOC particularly going into winter.

Corporate Plan action - People get the information and advice early and help to make informed choices about care and support

Ref No. 2.B3 Number of people provided with information and advice at first point of contact (to prevent service need) - People are continuing to get information and advice early.

New Duty Team based within Single Point of Access, this team of officers support customers in urgent need of intervention and support .This service provides a timely response which includes information, advice and support. The team are currently responding to approximately 100 customers per week.

The service has seen the re-launch of Connect to Support and the appointment of two dedicated Information, Advice and Guidance Officers.

We have now implemented phase two of the restructure, strengthening our single point of access and early planning.

Corporate Plan action - Improved approach to personalised services – always putting users and carers at the centre of everything we do

Ref No. 2.B4 a) & b) - 2.B5 Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure); Proportion of Carer's in receipt of carer specific services who receive services via self-directed support (Priority measure); Number of Carer's Assessments completed - Improved approach to personalised services – The newly launched Integrated Locality Pilot Team from July 2016 consisting of RMBC adult social care and health (Clinical Commissioning Group, Rotherham Doncaster and South Humber and Rotherham Foundation Trust) staff based together at The Village (on Doncaster

Gate, Central Rotherham), means staff are more able to respond via a single point of access to a customer's needs. The identified lead worker from whichever agency, co-ordinates all service responses and this means the customer only needs to tell their story once in order to obtain services which the pilot team can arrange. If the pilot is successful in responding to referrals from the two GP surgeries (St Ann's and Clifton) then it will be capable of being rolled-out across the borough. The longer term aim of achieving a single assessment, rather than multi agency assessments being 'bolted-on' would further improve the customer's approach to personalised services.

This pilot commenced in July 2016 and is still in early stage of implementation.

Three dedicated Carers Support Officers who provide support within the Single Point of Access Team, new carers of new customers receive a response to their request the same day, this may involve giving information and advice or making the necessary arrangements to complete a Carers Assessment with the Carer. Since this new approach has been started waiting time for assessments and backlog in carers assessments has reduced and there is now no backlog. Work is in progress to work collaboratively with other Carer Teams across Adult Services.

This has helped in reducing delays and improving response times for Carers. While the number of Carers Assessments completed is off target we are aware Carers have been jointly assessed when completing the assessment for the cared for person, we have identified further work is needed to support Carers and work will be beginning in quarter three and continue in quarter four to identify and work with Carers in hard to reach groups and within local communities.

We have seen some good examples of carer specific services and creative support planning with carers to support them with their health and wellbeing.

All staff across Adult Care will be required to complete e-learning on the Care Act 2016 which will take them through information and advice, prevention to strength based working, this should help to increase confidence. This has been commissioned this month and will be implemented in November 2016.

Corporate Plan action - Modernise Enablement Services to maximise independence

Ref No. 2.B6-2.B8 - The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure); No of admissions to residential rehabilitation beds (Intermediate Care); Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support - The reconfiguration of the enabling service has now moved into the implementation phase and it is envisaged that this will be complete by December 2016. There will be some delays to fully implement the changes due to the impacts on the support provided to the extra care schemes which requires additional work. Therefore currently the extra care schemes are not included as part of the implementation phase. This is being progressed and will be completed early in the 2017 New Year.

Corporate Plan action - Development of Adult Care Market Position Statements to provide alternatives to traditional care, maximise independence and stimulate the market

A team of social workers headed up by a Team Manager are in place to drive the Community Opportunities Programme. The programme is focussed around learning disability day services and has received expressions of interest from customers, carers and staff to be part of the project. The aim is to undertake creative conversations through assessments with customers and carers to enable choice and to look at alternative ways to meet eligible need. The work is being supported by Speak Up and a series of meetings have taken place to date which have been really positive. The programme will continue and we are asking for staff to come forward to expand the offer of the team.

Adult Social Care has committed to a three year programme with Community Catalysts as a result of a successful tender process. Community Catalysts have supported many local authorities to unlock potential skills within communities and have seen creations of micro enterprises which have demonstrated really positive customer outcomes. The team will be in place by November and will be working closely with Learning Disability Services to support and enable a new offer for customers.

“Disabled Go” are working with Rotherham Council to improve accessibility to establishments. This is a joint initiative with Adult Services, CYPS and Health. A number of different venues have been identified through an engagement event and volunteers are being recruited to support the project. This will assist our customers in having the right information when they are using local facilities. All the information will be part of our offer and will be uploaded to the websites.

Ref No. 2.B9 a), b) & c) - Permanent admissions to residential care for adults and older people (Priority measure); % spend on residential and community placements (Priority measure) - In this quarter, a Market Position Statement and commissioning strategy for learning disability has been developed. A high level autism strategy has also been produced with a commitment to co-produce a more detailed strategy and implementation plan. A high level interim mental health strategy has also been produced; this too has a commitment to co-produce a more detailed strategy with implementation plan.

There has been a strong focus on developing a detailed cohort analysis for people with a learning disability, including those aged 16-18 who will form the transition cohort. This gives an accurate picture of the ‘as is’ position and also enables coherent and sequential medium term planning to support the development of new delivery models for the ‘to be’.

The development of an Adult Care Market Position Statement remains within the work programme with revised commissioning intentions being scheduled to impact from 2017/18. Opportunities to refresh the existing contractual provider and models of service arrangements continue to be identified in year and progress will be reported in future reports – this mainly relates to high cost packages for people with a learning disability.

Corporate Plan action - Adults with learning disabilities are supported into employment enabling them to lead successful lives

Ref No. 2.B10 - Supporting people with a learning disability into employment -

Adults with a learning disability are supported into employment via services such as the Council's in-house Learning Disability 'Adpro' Service, which supports service users to train and develop pre-employment skills, prior to being supported to gain employment with local partners. The directorate anticipates it will maintain the existing employment status of most customers but in the longer term it is unlikely to increase significantly without other initiatives. Other possible areas of improvement including social enterprises are being considered but do not always result in increased employment opportunities. A more strategic, corporate, all age approach to supported employment is being led by the Assistant Director Commissioning on behalf of the Council and this will provide additional Council, partner and provider employment opportunities. People with disabilities will form a specific cohort. This approach is being scoped from September 2016, but impact is more likely to be seen from new ways of operating and commissioning from 2016/17 onwards.

Corporate Plan action - Improve satisfaction levels of those in receipt of care and support services

Ref No. 2.B11 a) and b) - Overall satisfaction of people who use care and support services

Adult social care continue to seek to improve satisfaction levels of service users and carers through the revised models or working that are being phased in over 2016/17 as part of the Adult Social Care Development Programme. Council staff should be equipped with the skills and behaviours to support customers to achieve their outcomes and enable them to have their needs met in more personalised ways that result in high customer and carer satisfaction levels and that are cost effective and sustainable.

Working practices will lead to more person centred approaches, geared to delivering customer and carer outcomes and the opportunity to capture desired outcomes via revised assessment and review processes. Satisfaction indications will initially be through free text case recording, case study examples and monitoring of levels of customer complaints and compliments received.

The quarter 3 and quarter 4 scheduled carer and service user national surveys, will provide evidence of pace of progress being made. Initial satisfaction findings will be available from April/May 2017 and can be subsequently benchmarked.

Ongoing risks and challenges ahead:

Most services and information and advice is provided through the dedicated carer support officers and we need to develop plans of how we can mainstream access to the carer's offer for existing as well as new customers.

Delayed transfers of care – if unable to re-submit current disputed delays with health partner then target at risk of not being achieved.

Community and Residential spend at quarter 1 is not aligned to current performance

activity. This may be due to changes other than admission rates, but if continues will result in budget pressures unless remedial actions recover.

Learning disability employment - this is an area where, if only one or two current job holder's personal circumstances change or local market conditions take a down turn, the target becomes at risk of not being achieved.

There is a generic budget pressure/risk to future performance and a requirement to continue monitoring and assessing impacts should any currently unforeseen changes impact on actions and performance plans. This is most likely to affect areas of performance such as residential admissions, should additional pressures become apparent in areas such as reductions in fully funded continuing health care packages, increases in high cost care packages or increased demographic pressure on take up of direct payments or community based home care type services.

The only current strategic risk is compliance with the Mental Capacity Act incorporating the deprivation of liberty safeguards as there is a national lack of qualified workers to undertake the assessments.

Priority 3: A strong community in a clean, safe environment

Outcome: A. Communities are strong and people feel safe (also contributes to priority 2 – Every adult secure, responsible and empowered)

Lead accountability: Damien Wilson, Strategic Director – Regeneration and Environment and Shokat Lal, Assistant Chief Executive (measure 3.A5)

Overview of progress:

Progress is being made to deliver this outcome although national factors are making achieving targets particularly challenging. Some key milestones have been delivered including approval of the Safer Rotherham Partnership Plan, the installation of cameras as part of the Council's Taxi Licensing Policy and commissioning of the Town Centre Masterplan.

Other measures supporting delivery of this action show 3 areas for concern, the number of people borrowing books and other materials has increased from quarter 1, however, the Council is still not certain that the year-end target will be achieved. Reports of Anti-Social Behaviour (ASB) are increasing, although some key 'sub-categories' are showing reductions. A range of multi-agency interventions continue to take place in hotspot areas and review of the use of tools and powers to tackle ASB will take place in November alongside a refocussing of the priorities of the Anti-Social Behaviour Theme Group to establish a revised action plan. Tackling anti-social behaviour, hate crime and domestic abuse remain a top priority for the Safer Rotherham Partnership.

With regard to the measures requiring licence holders to demonstrate adherence to the requirements of the Council's new Hackney Carriage and Private Hire Policy, this measure contains 4 categories which contribute to overall compliance. Whilst 3 of the categories show very good levels of compliance (all over 96%), the last category, which requires drivers to achieve a formal BTEC / NVQ qualification, is taking longer to achieve. This is due to the financial investment and time required by drivers, however, proportionate and reasonable enforcement action will continue to be taken to achieve compliance.

Overall, 80% of those who live in Rotherham are satisfied with their local area as a place to live, which is similar to the national average and has not changed markedly since the first LGA poll. Against other councils who have completed comparable surveys, Rotherham fares reasonably well in 'satisfaction with local area'. Overall satisfaction with "Rotherham as a place to live" remains slightly below target at 62%.

Exceptions:

Good/improved performance:	Areas of concern:
	Ref No. 3.A1 – 4,295, (446 cases , a 12% increase on quarter 2 of 2015/16) - <i>Reduction in ASB is a key priority of the Safer Rotherham Partnership</i>
Ref No 3.A4 1) 100% of eligible licence holders that	Ref No 3.A4 – 4) 56 % of drivers that have obtained

have subscribed to the DBS online update service. 2) 97 % of drivers that have completed the council's safeguarding awareness course. 3) 96 % of vehicles that, where required to do so, have had a taxi camera installed (or are committed to having one installed).	the BTEC / NVQ qualification.
	Ref No. 3.A6 – The number of new borrowers has increased from quarter 1 although due to the way the indicator is calculated the Council is uncertain if year- end target will be met.
	Ref No. 3.A7 – Target set for 16/17 is to maintain current Town Centre footfall in the face of recent projections of a downward trend. Q2 indicator shows a 7.39% decline on Q2 last year and a 5% increase compared to Q1 this year.
Story/narrative: <i>Corporate Plan Action - Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework</i> Ref No. 3.A1 Reported instances of anti-social behaviour in Rotherham – Through quarter 2 reported ASB has continued to be higher than for the same period last year and is also showing an increase on quarter 1 of this year 3,835 to 4,295. ASB is a key priority of the Safer Rotherham Partnership and as such anti-social behaviour hotspots, repeat victims and perpetrators continue to be a focus of multi-agency, Case Identification Meetings (CIM), Performance & Delivery Group, theme leads and the weekly Police/Council 'THRIVE' (Threat, Harm, Risk, Intelligence, Vulnerability and Engagement) meeting. Ref No. 3.A2 Reported instances of hate incidents in Rotherham - Hate incidents are significantly under reported and efforts continue to be made to address this. It continues to be a priority of the Safer Rotherham Partnership (SRP) to robustly tackle hate crime and improve confidence in victims to report hate crime. For the second year running, the Safer Rotherham Partnership is supporting a community-based project to develop women in the community to be volunteer hate crime advocates. South Yorkshire Police are continuing to promote Operation Solar – an initiative to facilitate informal and anonymous information and intelligence gathering. Ref No. 3.A3 Reported instances of domestic abuse in Rotherham - As with hate incidents, it is acknowledged that domestic abuse is under reported. 30 fewer reports	

were received during the 2nd quarter than had been received at the end of quarter 1. Again this is a priority of the Safer Rotherham Partnership to robustly tackle domestic abuse and improve confidence in victims to report it.

The Safer Rotherham Partnership is continuing to work with its South Yorkshire counterparts to investigate the potential to introduce a county-wide Domestic Abuse Perpetrator Programme that would; provide support to change behaviours, provide a single point of contact and build capacity/capability through provision of “train the trainer” training. Rotherham Rise, the current domestic abuse service provider for Rotherham will be involved in this process.

Recruitment to the Domestic Abuse Co-ordinator position has been made and work has commenced to review the strategies, policies and procedures supporting the business and processes used to coordinate partner activity.

Corporate Plan Action - Ensure an robust, effective and efficient licensing service

Ref No. 3.A4 % of licence holders that demonstrate adherence to the requirements of the Council’s Hackney Carriage and Private Hire Policy (Priority measure) Good progress is continuing to made to ensure the Council’s Hackney Carriage and Private Hire Policy delivers the highest standards in the country. To comply with the terms of the Councils Licensing Policy all taxi drivers must have: subscription to the Debarring from Service update service (all registered drivers have been DBS checked but must renew this when reapplying for a licence under the scheme) have completed the Councils safeguarding training; had cameras fitted into their vehicles and have also attained a BTEC Level 2 Qualification in the “Introduction to the Role of the Professional Taxi and Private Hire Driver” or hold an equivalent qualification.

This is the first time performance has been reported and 3 out of the 4 categories of have seen very good compliance rates (96% or above). The fourth category which requires drivers to obtain the BTEC / NVQ qualification remains low at 56% .This is due to the financial investment and time required by drivers, however, proportionate and reasonable enforcement action will continue to be taken to achieve compliance. The good work the Council is doing to deliver this outcome has recently been recognised through the announcement by the Secretary of State that subject to a short period of consultation licensing powers will be handed back to the Council.

Corporate Plan Action - Rotherham residents are satisfied with their local area and borough as a place to live

Ref No. 3.A5 a) and b) How satisfied or dissatisfied are you with your local area as a place to live; Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live – These are based on 6 monthly data. The next LGA survey is scheduled for December 2016 and results will be fed in via the Quarter 3 performance report.

Corporate Plan Action - Create a rich and diverse cultural offer and thriving

Town Centre

Ref No. 3.A6–3.A7 Number of people borrowing books and other materials (Cumulative) (Priority measure); Aggregate pedestrian footfall in the Town Centre - Benchmarking confirms reductions in the number of people borrowing books from libraries is both a regional and national trend. Performance for the 2nd quarter is better than for the first quarter but the Council is still uncertain if it will achieve year - end target.

To improve the performance and quality of the service a strategy, detailing a number of improvement actions has now been approved by the Council.

A number of key initiatives have already been developed and implemented to improve performance including for example, participation in the BBC's #lovetoread promotion and all staff becoming Reading Ambassadors to support the Publishers Association's Reading for Pleasure initiative.

It is interesting to note also that although the number of people borrowing books from libraries is declining, the number of people visiting the service is remaining broadly consistent; the number of people participating in active learning e.g. IT sessions, Rhymetime, reading and health activities, is actually increasing.

A number of improvement actions are being realised to improve the level of footfall in the town centre which include; commissioning of the Town Centre Master-plan setting the delivery programme for the redevelopment of a number of key sites, agreement to purchase Forge Island as a priority site for development within the town centre and delivery of a £17m Capital Strategy where work is underway to prioritise projects and outline business cases for a number of projects including a cinema/ leisure scheme on Forge Island, residential schemes linked to the starter homes programme, redevelopment of Rotherham Markets are being developed.

The Council is also undertaking further marketing and promotion of the town centre and specifically its independent shopping offer (including the summer 'Shop Local' promotions and forthcoming Festive Campaign). It also continues to work closely with South Yorkshire Police Authority to identify and address ongoing issues of crime and anti-social behaviour and is investing an additional £20,000 in events and activities up to the end of May 2017 to widen the appeal of events and to drive footfall on key dates.

Ongoing risks and challenges ahead:

From the outset the Safer Rotherham Partnership recognised reducing anti-social behaviour reports for 2016/17 compared to the previous year would be a very difficult challenge and indeed reports being received are increasing both on a local and national basis.

Performance against the active library borrower's measure is declining nationally. Locally, previous reductions in opening hours, expenditure on books and other materials, staffing levels and the range of reading based activities have impacted on performance. Also since the relocation of the Central Library numbers of both visits

and issues of items have reduced.

Pedestrian Footfall - There is a considerable risk that the time-scales for completing the major developments that have the most potential to influence footfall in the town centre are such that the performance for remaining quarters will follow similar patterns to those seen in quarters 1 & 2. As a result, activities to develop and promote the retail offer improve all aspects of safety & security and widen the appeal through events and promotions will continue.

Outcome: B. Streets, public realm and green spaces are clean and well maintained

Lead accountability: Damien Wilson, Strategic Director – Regeneration and Environment

Overview of progress:

Good progress is being made to deliver a cleaner, greener Rotherham with key investment being committed and helping to improve the standard of 'estate' roads.

Numbers of ground maintenance complaints has reduced during the 2nd quarter, compared to the 1st quarter of the year and performance around remedial works remains high.

The number of bin collections missed has improved from the first quarter and it is anticipated year-end targets will be achieved.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 3.B4 - 0% of grounds maintenance works, following re-inspection, achieve no more than 5% defective/not to standard works. (Priority Measure) <i>This measure validates the process of carrying out remedial works.</i>	
Ref No. 3.B6 - A 0.07% increase from Q1, in waste sent for reuse (recycling and composting).	
Ref No. 3.B5 – 52.11 missed bin collections per 100,000 collections in Q2, against a target of 60	

Story/narrative:

Corporate Plan Action - Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit

Ref No. 3.B1- 3.B4 Levels of Street Cleanliness not more than 5% of sites are considered to be below standard (Grade A or B in CoP); Road Networks in

need of significant repair; Effective enforcement action; Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure); Number of Grounds Maintenance customer contacts

Street cleaning and grounds maintenance services continue to perform very well, sustaining the good performance achieved in 2015/16.

Numbers of ground maintenance complaints has reduced during the 2nd quarter, compared to the 1st quarter of the year which is encouraging news. Complaints normally peak during the 2 quarter when grass cutting teams are out and about and it is anticipated call levels for Q3 and Q4 will be lower and unless there is some unexpected incident the annual total will be as expected.

A significant achievement during the 2nd quarter was the further investment made by the Council to purchase of a Streetvac machine which is reducing the amounts of cigarette litter in the Town Centre.

Perpetrators of fly tipping have become very familiar with the enforcement techniques used by the Council. To secure successful prosecutions effective evidence gathering is a crucial and actions to improve this element of the service are one of the key actions in the Teams Service Plan.

To achieve the objective of reducing fly tipping and increasing prosecutions the Council has invested resource to purchase additional equipment to help improve surveillance, particularly in hot spot areas of the borough. This investment in this part of the service demonstrates clearly the Council's commitment to reduce fly tipping offences. In addition, Cabinet have also approved an increase in the fixed penalty fine for this offence to £400, £200 higher than the legislated sum.

Work on the Councils roads is continuing and concentrated on improving unclassified (estate) roads. The second quarter performance on estate and other unclassified roads has remained static with the previous quarter at 23% of this network requiring significant repairs. This demonstrates that the type of works being undertaken is having a positive impact on the condition of the roads. The Highway Network Management Team carried out a Members Seminar on the 11th October regarding the principles of following good asset management techniques to maximise the available funding to repair as much of the highway network as possible.

Corporate Plan Action - Ensure an efficient and effective waste and recycling service

Ref No. 3.B5–3.B6 Number of missed bins per 100,000 collections; % of waste sent for reuse (recycling and composting) - The missed bin performance, 3.B5, is showing an improvement over Q1 reducing to 52 missed bins per 100,000 collections. This compares favourably with the Association for Public Service Excellence (APSE) performance report 2014–15 which reports an average 61.12 missed bins for the full year performance for APSE reporting authorities. The

introduction of weekly performance meetings for frontline supervisors has helped to focus attention in this area as well as other service delivery activities.

The measure on waste recycling is on track to meet its anticipated target of recycling 45% of all Household waste collected by the authority. Quarters 1 & 2's performance is currently achieving a 50% level of recycling due to the "front loaded" collection of garden waste that occurs across the growing season of April to October. As this waste stream tapers off, the overall recycling rate will reduce.

The Council will continue to engage with the public throughout the year in proactively promoting recycling through an informative yet instructive sustained campaign via the Council's own web site, intranet, newsletters, bulletins and twitter and possibly local Press. In addition the annual waste calendars will be issued

November/December 2016 that will promote and encourage recycling and the correct use of waste containers and Household Waste Recycling Centres.

Ongoing risks and challenges ahead:

The recycling performance will drop from the current quarters 1 and 2 level of around 50% as the amount of garden waste dramatically reduces in the autumn and winter months as kerbside collected Green bin collections cease on the 28th October until April 2017. Garden waste can still be recycled at our 4 Household Waste Recycling Centres. It is still anticipate that we will meet the overall target of 45% through levels of recycling to date and continued recycling of other material streams.

It is anticipated that further improvements in recycling performance may be achieved by the joint BDR PFI residual waste treatment facility. However, there has been a national year on year reduction in recycling of paper, card, bottles and cans as the growth in on-line media reduces the amount of newspaper circulation and the industry wide drive to change or reduce the amount of material used in packaging.

Priority 4: Extending opportunity, prosperity and planning for the future

Outcome: A. Businesses supported to grow and employment opportunities expanded across the borough

Lead accountability: Damien Wilson, Strategic Director – Regeneration and Environment

Overview of progress:

Actions to deliver economic growth in the borough have continued to progress satisfactorily throughout the 2nd quarter. A full suite of data used to measure progress against this outcome will be available and reported at year end.

Exceptions:

No exceptions - currently no data for 2016/17 due to annual measures.

Story/narrative:

Corporate Plan action - Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)

Ref No. 4.A1 – 4.A6 - Survival rate of new businesses (3 years) (Priority measure); Number of jobs in the Borough (Priority measure); Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old); Overall number of businesses in the Borough (Priority measure); Narrow the gap to the UK average on the rate of the working age population economically active in the borough; Median average gross weekly wage for full-time employees working in the borough (percentage of UK average) - The measures are linked to delivery of the Rotherham Economic Growth Plan, delivery of which is continuing, with the Business Growth Board of the Rotherham Together Partnership leading on this work. Three sub-groups chaired by the private sector and including RMBC officers and representatives from the education and voluntary/community sectors, have been formed to conduct the detailed work.

The sub-groups cover “Skills and Employability,” Business Development” and the “Town Centre” and meet every 6-8 weeks. The groups have also developed a list of projects they feel will help drive economic growth and are currently seeking funding for these.

The first review and monitoring of the Economic Growth Plan will take place in November after the plan has been operational for a year, including a review of key projects: Advanced Manufacturing Innovation District (AMID), Bassingthorpe Farm, the Higher Level Skills Centre at Doncaster Gate and the Gulliver’s Valley leisure development at Pit House West. These projects are expected to provide significant improvements to the local economy and should also impact on the level of economic activity in the borough.

The Leader of the Council is a member of the SCR's Skills Executive Board which is developing a long-term strategy to provide a clear focus for spend and activity which will assist in attempts to secure devolved funding to pursue Rotherham's growth priorities.

A contract to provide a town centre master plan for Rotherham has just been awarded. This work, which will be delivered over the next 7 months, will build on the previous Supplementary Planning Document (SPD) for the town centre.

Five economic development projects, plus one housing bid, have recently been submitted to the SCR for funding, utilising an underspend from currently approved projects under the Sheffield City Region Investment Fund (SCRIF) programme. The results of the bids should be known by the end of October 2016. A further full bidding round is due early in 2017, using the funds available to the City Region through the devolution deal.

Ongoing risks and challenges ahead:

Delay in the Tram/Train trial project, now due Summer 2018, will delay improved connectivity of Rotherham to the Sheffield City Region.

The nature of the Rotherham property market may mean that innovative financial solutions will need to be found for projects.

The uncertainty caused by the Brexit decision may result in a loss of funds to Rotherham due to changes to European funding, although the most recent advice from government is they will honour any awards made prior to the UK officially leaving the European Union, likely to be 2019 onwards.

Outcome: B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector (also contributes to priority 2 – Every adult secure, responsible and empowered)

Lead accountability: Anne Marie Lubanski, Strategic Director Adult Social Care and Housing commenced on 9th August 2016.

Overview of progress:

The Council continues to perform well enabling people to live in high quality accommodation across all sectors of housing which is evidenced through the 6 key measures it uses to monitor the performance and quality of this element its service. Of the 6 measures in the Corporate Plan, 4 measures including percentage of eligible properties applying for a licence within selective licensing areas; percentage of non- decent properties; number of new homes delivered during the year and the number of new social rented homes started in the year are on track to achieve the annual target 1 measure, delivery of new affordable home ownership units in the borough is off target and, as reported in quarter 1, there remains insufficient data available to robustly measure the percentage of properties currently compliant with the Council's Selective Licensing Scheme, although this information should be available for quarter 3.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 4.B1 - A further 178 homes have been built against an overall target of 731 (201 homes had been built in the first quarter), which is over 50% of the annual target (Priority Measure)	Ref No. 4.B4 - New affordable home ownership targets will not be achieved following reductions in government grant funding. In future years this will be delivered through the Starter Home Scheme – <i>expression of interest submitted to government to work in partnership with the Homes and Communities Agency to deliver 'Starter Homes' directly</i>
Ref No. 4.B2 – 0.18 % of the Councils stock is non decent against a 0.5 % target (Priority measure)	
Ref No 4.B5 (a) the % of eligible properties applying for a license in Selective Licensing Areas has increased by 7% compared to quarter 1 (Priority measure)	

Story/narrative:***Corporate Plan Action - Implement the Housing Strategy 2016-2019 to provide high quality accommodation***

Ref No. 4.B1–4.B4 Number of new homes delivered during the year (Priority measure); % of stock that is none decent (Priority measure); Number of new social rented homes started in year; Number of new affordable home ownership units started in year – The overall strength of the service is excellent with, in addition to the 6 measures in the Corporate Plan, 35 of the 39 indicators used to measure performance and quality within the service being either on or above target. Some of these indicators, for example; routine & responsive repair targets, targets for gas servicing and annual programmes of tenancy verifications contribute directly to enabling people to live in high quality council rented accommodation.

Ensuring council owned accommodation is kept to the Decent Homes Standard has continued to be high priority during the 2nd quarter of the year. At the start of quarter 1, by using its stock condition information effectively, the Council forecasted that 237 properties would become non decent during the current financial year. Work to make properties decent was not expedited during the first quarter when programmes of work were being developed with contractors in order to carry out works during the 2nd, 3rd & final quarters. In quarter 2, 199 properties have been made decent and the remaining properties will be completed during the quarter 3 and 4 meaning the Council will comfortably achieve its year - end target of 0.5%.

The demand to provide high quality affordable social housing continues and the Council is working hard with Registered Social Landlords and building developers to acquire additional properties to use for affordable rent. In the first quarter, 201 new homes were built; of these 46 were for rent and 2 for affordable home ownership. In

the 2nd quarter there has been a decline and 23 fewer homes (178) have been built, 4 for rent and 2 for shared ownership. It is anticipated the number of new homes delivered during quarters 3 and 4 will increase dramatically which will contribute positively towards the Council achieving its overall objective of delivering a minimum 60 properties for rent.

In the future affordable home ownership will become the predominant tenure in affordable housing delivery. This is because the Government's "Starter Homes" agenda will replace rented affordable housing delivered through the planning system as S106 units. HCA have indicated that the announcement will be made after the chancellors autumn statement in November 2016. No firm date has been given by the government.

Corporate Plan Action - Private rented housing – improving standards through selective licensing

Ref No. 4.B5 a) and b) % of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure); % of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority measure) –Throughout the quarter further work has continued to raise standards of accommodation in the private rented sector through the Council's Selective Licensing Scheme.

In Eastwood and Dinnington, there are more private rented properties than had been expected when the Council set its target for the numbers of eligible landlords applying for licenses under its Selective Licensing Scheme. 151% of the properties in Eastwood have registered under the scheme, performance which if left unattended would artificially inflate the overall performance for the whole scheme. To deal with this and in order to provide more accurate data the Council has capped performance to a maximum 100% across all selective licensing areas. Using this method performance at the end of quarter 2 is 91%, 7% higher than quarter 1. The Council therefore is maintaining excellent progress in delivering against this measure and is confident that the 95% year-end target will be achieved.

A regime of inspections is in place to monitor and measure landlord compliance and so far 600 of the 1,100 licensed houses have been inspected to test for broad compliance. Where non-compliance issues have been identified, generally speaking, work is being carried out before formal action is being taken. Where landlords refuse to license properties however as part of the scheme the Council will take enforcement action such as in Masbrough where recently a landlord was fined £15,000 for failing to register 28 flats. More properties have been registered in the Eastwood Selective Licensing area due to the increase in the market since the 2011 census. Additional staff will begin work in November to carry forward the vital enforcement work and compliance checks now the vast majority of properties have been licensed.

Ongoing risks and challenges ahead:

Ongoing cuts in government grant funding to deliver more affordable home ownership units effectively means the demand pressures on social and privately

rented housing accommodation will continue to persist.

Outcome: C. Adults supported to access learning improving their chances of securing or retaining employment

Lead accountability: Ian Thomas, Strategic Director – Children and Young People's Services

Overview of progress:

The Skills Funding Agency Notice to improve Rotherham Council's Adult Education Budget (AEB) was lifted in spring 2016, which enabled the Adult Community Learning (ACL) Service to commission more adult learning provision and increase the number of adults in Rotherham that the Council is able to fund and support during 2015/16 academic year.

For 2016/17, the ACL Service, coupled with its own internal tutors, has commissioned 10 sub-contractors to deliver a broad curriculum to adults. To ensure full participation in the 2016/17 offer, the service has:

- Carried out learner consultations and is planning to introduce an 'Expert Learner' programme to understand the learning needs of adults to inform commissioning decisions
- Increased membership of the Learner Forum.

A Celebration Event for over 200 learners was organised in August 2016 to celebrate and promote adult learning achievements, which was reported in the local press.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 4.C1 a) - Increase the % of people aged 19+ supported through learning to obtain a formal qualification - target of 95% was met and increased by 1% compared to 2014/15	Ref No. 4.C1 c) - % of people aged 19+ supported through learning to obtain or get a better job - although exceeded 2014/15 performance by 1% to 13%, the service did not meet annual target of 20%
Ref No. 4.C1 b) - Increase the % of people aged 19+ supported through a learning to progress/ working towards another level - significant increase with 41% of learners continuing to another level compared with 26% 2014/15	Ref No. 4.C1 - Overall the number of people aged 19+ supported through a learning increased on last year by 17%. However, 264 increase did not meet target of 300

Story/narrative:

Corporate Plan Action - Adults are supported and have access to learning opportunities

1,530 people aged 19+ supported through a learning programme (an increase of 264 learners), 17% on 2014/15 – although target was 300 additional learners.

Ref No 4.C1 - Increase the % of people aged 19+ supported through a learning

programme who have:

- **Ref No 4.C1 (a) Obtained a formal qualification** – 95% success rate (1% increase) for 2015/16 on the number of learners achieving a qualification
- **Ref No 4.C1 (b) Progressed/working towards another level** - 41% of learners (15% increase) in 2015/16 reported continuing in learning
- **Ref No 4.C1 (c) Obtained or got a better job** - 13% of learners (1% increase) in 2015/16 have obtained or got a better job. Greater focus on commissioning learning to improve employability to achieve 2016/17 target of 20%.

Ref No 4.C2 Increase the number of people working towards English for Speakers of Other Languages (ESOL) accredited qualification - 67 people enrolled onto ESOL provision against a target of 50 in 2015/16, however this is below the 70 which enrolled in 2014/15. The service has developed progression pathways from non-accredited courses to increase enrolments in 2016/17.

Ongoing risks and challenges ahead:

Devolution of Adult Education Budget (AEB) to Sheffield City Region might impact on prioritisation of funding beyond 2016/17 against corporate priorities. Working closely with Sheffield City Region colleagues are to ensure that Rotherham priorities are reflected. Further work is due to commence with the two education colleagues to set out Rotherham's adult learning position and future needs.

Priority 5: Running a modern, efficient Council

Outcome: A. Maximised use of assets and resources and services demonstrate value for money

Lead accountability: Judith Badger, Strategic Director – Finance & Customer Services

Overview of progress:

With continued cuts to central funding it is vital that the Council is excellent at collecting local revenues, in particular Council Tax and Non Domestic Rates, which currently account for over 65% of the Council's annual funding to provide services to citizens.

At this stage in the year, it is pleasing to note that the revenues collected from Council Tax and Non Domestic Rates are generally in line with the Council's financial planning assumptions, as set out in its Revenue Budget approved by Council.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 5.A1 - % Council Tax collected in year was 54.3% at the end of September 2016 exactly the same as at end of September 15 and is presently on course to achieve the 97.0% target by year end.	
Ref No. 5.A2 - Cumulative Council Tax arrears was 14p per property lower as at the end of September 2016 compared with the end of September 2015. Performance is on course to achieve the target of top quartile metropolitan councils which was £109.22 per property last year.	
Ref No. 5.A3 - % Non-domestic rates collected in year was 54.9% at end September 2016 compared with 55.1% at end of September 2015 and is presently on course to achieve the 98.0% target by year end.	

Story/narrative:

Corporate Plan Action - Maximising the local revenues available to fund council services

Over the last couple of years the Revenues and Benefits Service have worked with

specialist rating and insolvency partners in an initiative to collect outstanding monies from those refusing to pay Council Tax and Business Rates despite having sufficient assets to do so. The initiative has so far dealt with 148 cases where all previous attempts to recover money has been unsuccessful and has resulted in an additional £716k income being collected with a further £227k expected from bankruptcy or insolvency dividend payments and from the sale of properties. In addition to the recovery of monies the initiative will see the sale of some long standing empty properties thus enabling them to be brought back into occupation.

Ref No. 5.A1 Council Tax in-year collection – This year the Council is expected to collect £110.6m, an increase from last year of £6.6m of which we expect to collect 97% in-year. So far we are on target to achieve this. The total Council Tax collected in the current year is £3.5m higher than at the same time last year.

Ref No. 5.A2 Cumulative Council Tax arrears - measures the amount of unpaid Council Tax from previous years per property. This is currently £0.14 per property lower than the same time last year, and is on course to achieve the target.

Ref No. 5.A3 Non Domestic Rates (NDR) collection - The amount of business rates to be collected is £80m an increase of £2.8m from last year. At this stage in the year the collection rate achieved is slightly below last year, however, performance is still on course to achieve the year-end target.

National data published by DCLG for 2015/16 shows Rotherham's Council Tax and Non Domestic Rates collection performance relative to other similar councils continues to be excellent.

Ongoing risks and challenges ahead:

The Council is becoming increasingly dependent on the revenues it can raise locally to fund its services and with central government grant funding to end by 2020 excellent revenues collection will become ever more important.

Although Council Tax collection remains at the same level as last year, maintaining this performance is becoming increasingly challenging due to a number of factors including the government's ongoing welfare reform programme. The current year has seen telephone calls to the service from people struggling to maintain payments increase by 8% from last year.

The latest welfare reform to come into effect will be the benefit cap from December 2016 when the maximum benefit for a family will reduce from £26k to £20k. This will result in approximately 400 families in Rotherham losing up to £116 per week in Housing Benefit which will further impact their ability to make Council Tax payments. Support arrangements have been developed to assist these families.

A new Non Domestic Rates valuation list comes into effect from 1st April 2017 along with changes to small business rates relief and these may have a negative impact on the level of income available to the Council.

Outcome: B Effective governance arrangements and decision making processes are in place

Lead accountability: Shokat Lal, Assistant Chief Executive

Overview of progress:

Improvement progress within Children and Young People's Services continues to be made, scrutinised through the Children and Young People's Services Improvement Board. Progress with improvement in other service areas, as well as in the council's corporate working and governance arrangements, is monitored by the Joint Improvement Board (Chaired by the Lead Commissioner), which has a key role in helping to assess prospects for returning decision-making control of services to the Council, as appropriate.

New service planning and performance management arrangements are being implemented and risk management continues to be improved. A plan exists for improving information governance and is being implemented; and a phased approach to improving procurement arrangements is in place. The process for managing major projects is subject to review.

Recommendations arising from Overview and Scrutiny are a key indicator of the strength of the council's governance arrangements. Overall, there has been solid progress in implementing the new "pre-decision" scrutiny arrangements ahead of Cabinet and Commissioner meetings. Recommendations arising from other Overview and Scrutiny activity have yet to be formulated as reviews are still in progress.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 5.B1 - Reasonable progress continues to be made in key improvement priorities that could affect the ultimate opinion given on the 2016/17 Annual Governance Statement (Priority measure)	Data on recommendations from other Overview and Scrutiny activity is not yet available, as reviews have not yet been completed or reported back to Cabinet.
Ref No. 5.B3 - Acceptance of recommendations from pre-decision scrutiny is currently at 100% at the end of quarter two. This is the first data available.	

Story/narrative:

Corporate Plan Action - Establishing and working to a new Local Code of Corporate Governance

Ref No. 5.B1 Fit for purpose Annual Governance Statement 2016/17 (Priority measure) - The Council was given a qualified (negative) opinion on the effectiveness of its governance arrangements in its Annual Governance Statements for 2014/15 and 2015/16, which reflects the outcomes of the Jay, Ofsted and Casey Reports and subsequent government intervention. The Annual Governance

Statement 2015/16, which was published in September 2016, reflects positive progress made during the year and highlights the further steps that need to be taken to achieve an unqualified opinion on the Council's governance arrangements in the 2016/17 Annual Governance Statement. Outside of improvements in key services, the further steps required include making improvements in a range of corporate arrangements such as service planning, performance management, risk management, procurement, information governance and the management of major projects.

Corporate Plan Action - The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities

Ref No. 5.B2 – 5.B3 % of scrutiny recommendations which are accepted and implemented; Number of pre-scrutiny recommendations adopted - The pre-decision scrutiny process has become embedded within the decision-making process and has so far been positive for scrutiny Members, executive Members and officers. A pattern has emerged in the first two pre-decision scrutiny sessions where Members have been able to add value to the proposals brought forward. At both the July and September pre-decision scrutiny meetings, Overview and Scrutiny Management Board has identified three reports for scrutiny and made recommendations on each and confirmed its support for the proposals. Where additional recommendations have been made, these have been adopted by Cabinet and Commissioners when making final decisions on proposals.

It remains too early in the municipal year to effectively measure performance on other Scrutiny recommendations as no review activity has yet been completed and reported back to Cabinet. The Select Commissions prioritised their work planning before the summer recess and substantive progress is beginning in the areas identified for review.

Ongoing risks and challenges ahead:

Any reversal of progress in Children's Services or any failure to improve other services to enable their return to Council responsibility could prevent the issuing of an unqualified opinion in 2016/17. Failure to develop sufficient and effective corporate arrangements could have a detrimental impact on the year end opinion.

Overview and Scrutiny exists to provide challenge and ensure that decision makers have included mitigations to risks that arise. The challenge is to maintain momentum and the culture of openness and good governance that pre-decision scrutiny is grounded in. Focus by Members on the areas prioritised for scrutiny is critical to ensuring that recommendations are forthcoming from other areas of scrutiny activity.

Outcome: C Staff listen and are responsive to customers to understand and relate to their needs

Lead accountability: Judith Badger, Strategic Director – Finance & Customer Services and Shokat Lal, Assistant Chief Executive

Overview of progress:

The number of complaints continue to increase, with quarter 2 seeing 30% more complaints received. The majority of the increase relates to Children's and Young People's Services and this is in line with previous trends. Despite the increase in numbers, the Council's response rate has improved in the quarter to 82%. The number of compliments has fallen in Quarter 2.

The Council is actively developing its on-line offer in response to customer demand. www.rotherham.gov.uk complements the existing face-to-face and telephony customer access arrangements and has the added advantage of being available 24/7. On-line, self-service, access also reduces the Council's operating costs. Cabinet approved a Digital Council Strategy 2016 – 19 at its meeting in September and work has now started on developing a detailed delivery programme. The project to refresh the Council's existing secure on-line portal Your Account is making good progress and will be launched in December.

Exceptions:

Good/improved performance:	Areas of concern:
	Ref. No. 5.C1a - Although not necessarily a concern in itself, it is worth noting that the numbers of complaints made to the Council saw an increase of over 30% compared to Quarter 1. The majority of this increase is due to increases in Children's Services complaints, but more detailed analysis is being provided to senior management teams to better understand this change; a key factor is likely to be greater promotion and awareness of how to make a complaint, which has been a focus of work within CYPS. This situation will need to continue to be monitored closely.

Performance story/narrative:

Corporate Plan Action - Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way

Ref No. 5.C1 a) and b) – 5.C2 – Total number of complaints received by the Council; % of complaints closed with the timescales (cumulative); Number of compliments received

The numbers of complaints received by the council has seen a marked increase,

with the total for Quarter 2 at 271 compared to 205 in Quarter 1 (an increase of over 30%). The 118 complaints received in September are almost double the 63 received in the same month last year.

The Council has taken a number of steps over recent years to make it easier for complaints to be made, so that the appropriate steps can be taken to address the issues and problems residents wish to raise. This increase in itself is not necessarily a negative development, as it allows the Council to investigate reported problems and put things right where they need to be. Nevertheless, the Corporate Complaints Team will ensure that its regular reporting to senior and directorate management teams includes analysis on the emerging patterns or trends from this increase; as well as help ensure that all learning is taken on board. The majority of the increase was in relation to Children and Young People's Services, which follows an ongoing trend experienced throughout 2015/16 (as reported in the recent Annual Report, considered at Overview and Scrutiny Management Board on 16th September 2016). Increases in other areas were also experienced, however, including Housing.

Despite this increase in the numbers of complaints, there has been an improvement in the numbers being responded to within the required timescales, up to 82% for the Quarter, from 79% in Quarter 1. However, it should also be noted that particular challenges in responding to complaints within Regeneration Environment Directorate (specifically Waste Management) saw this percentage for the Council as a whole drop slightly from a high of 84% (almost in line with the 85% end of year target) in July and August. This is being reported as a priority issue to the relevant management for mitigating action.

Numbers of compliments received saw a small fall to 168 from the 183 in Quarter 1.

Action - Resident satisfaction - Assessing overall public opinion on the way the council is working and responding to customers

Ref No. 5.C3 – 5.C4 % of residents satisfied with the way RMBC runs things; % of residents that have confidence in the RMBC – These are based on 6 monthly data. The next LGA survey is scheduled for December 2016 and results will be fed in via the Quarter 3 performance report.

Corporate Plan Action - Enable customers to be active and interact with the Council in an efficient way, accessing more services online

Ref No. 5.C5 % of transactions - Online self-service has already resulted in 11% reduction in demand via telephone/face to face. The first phase of Your Account is live with 33,000 registered users, 8,306 log-ins per month – this allows our customers to access their details for a range of Council services including Council tax, library accounts, business rates, benefits and landlord accounts. 12,500 of our customers have chosen eBilling over paper Council tax bills - significantly reducing the amount of paper we use.

The new Digital Strategy has been approved by Cabinet and a plan is being developed to deliver the strategy. A Members briefing has taken place, outlining the strategy. The new iteration of Your Account is on schedule to go live in December

with a push to increase online use at the same time. The Councils website continues to be developed in response to customer feedback.

Ongoing risks and challenges ahead:

The major barrier to increasing the number of online transactions is digital exclusion. When our citizens are unable or unwilling to get online we will be unable to deliver our channel shift aspirations. In the interest of tackling digital exclusion the Council now provide free citizen Wi-Fi in all libraries, customer service centres, the Town Hall and museum. Libraries continue to run targeted events to encourage digital take-up and some self-service kiosks are being installed in Riverside House to encourage customers to transact with the Council on line.

Outcome: D Effective members, workforce and organisational culture

Lead accountability: Shokat Lal, Assistant Chief Executive

Overview of progress:

The target for PDR completion (95% of staff) has been achieved. However, sickness days still remain below target, with agency staff costs increasing.

Members have been provided, including via the Newsletter on 2nd August, with information on how to progress with their personal development plans and have been provided with self-assessment and short questionnaire to complete to commence this process for the current municipal year.

New behaviours and values have been launched via a communications campaign across the organisation and an awards event celebrating those living to the values will take place on the 24th November.

Quarterly reporting on performance is an important step in establishing a performance-focused culture across the organisation, linked to the newly set out values and behaviours which underpin a refreshed approach to performance management process for all staff.

A dedicated, Member-led working group (Chaired by Cllr Yasseen) has now been established to look at issues of member development across the board, including the process of Elected Member Performance Development Reviews in the current year. The next steps are therefore subject to the discussions within this working group.

It is also worth noting that consideration of the first quarter performance report on the 2016/17 Corporate Plan - at both the Council/Commissioners meeting on 12 September and also OSMB on 16 September - represents important specific steps towards establishing a performance-focused culture across the organisation and providing elected members with improved information. Feedback from members will continue to inform and improve how this information and intelligence can be presented for the Quarter 3 report onwards.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 5.D1 % PDR completion is now at 96% compared to a target for the year of 95%, with three Directorates exceeding the target	Ref No. 5.D2 Sickness days lost per FTE is 10.71 days (excluding schools) – target is 10.2 days (Priority Measure) – <i>working with directorates on supporting targeted sickness intervention</i>
	Ref No. 5.D3 Reduction in agency staff cost target is a reduction of 10%. Current figures show an increase of 43% (Priority Measure) – <i>further monitoring and review of management processes to take place over third quarter</i>
	Ref No. 5.D4 - Activity remains underway to support the target for 85% of members to have a personal development plan, but this is subject to members committing to a positive approach personal development planning
Performance story/narrative: <i>Corporate Plan Action - Staff and managers have an opportunity to reflect on performance, agree future objectives and are aware of how they contribute to the overall vision</i> Ref No. 5.D1 % PDR completion - Timely completion of effective PDRs is vital in ensuring that staff and managers have an opportunity to reflect on their performance and how their future objectives contribute to the overall vision. Completion of PDRs has now exceeded the 95% target. The HR team has commenced a review of completed PDRs to check on the quality of the submissions. A more complete update will be provided as part of the quarter 3 performance report; though initial indications, from a 'Pulse Survey' amongst staff in May 2016, are that staff have noticed a greater focus on performance management as a result of the increased numbers of PDRs completed over the last year. A 'lessons learned' exercise will be carried out in the autumn to further improve both the process and the quality of appraisal. Two phases of PDR enhancements will follow. The first phase will focus on incorporation of the values and behaviours, clarification of mandatory training and consideration of career progression/succession planning needs to be introduced by March 2017. A second phase looking at a more fundamental review of the performance elements and options for online completion/recording will be completed by March 2018. Ref No. 5.D2 Days lost to sickness absence - decreased in the quarter but performance is still off target. One factor in this is thought to be the extent of reorganisation and change processes creating staff uncertainty. The HR Service has continued targeted support to individual managers by Business Partners and systems based reminders where action is required. A number of	

workshops for managers have been held – eg Regeneration and Environment, where the Strategic Director attended and emphasised the importance of timely action. In CYPS a 6 month programme of support agreed in May is currently being reviewed and refocussed for a further period.

In addition, HR is seeking SLT agreement to a reorganisation of how it supports management of sickness. It is proposed that the most difficult outstanding cases be managed corporately by a dedicated, specialist team focussed on managing them to resolution. New cases will be triaged to ensure that action is immediately focussed on difficult cases.

HR is revising the e-learning package for managers and this will be used in conjunction with a further corporate programme of manager workshops with 200 places currently planned under the Brilliant Basics programme.

The process of revising policies will begin in the New Year in conjunction with Trade Union colleagues and learning from the Health and Safety sub Group will be added to these; in the meantime the team update current practice and advice to plan quicker outcomes more robust management of appropriate cases.

Workforce metrics are being augmented through the HR system and used at DMTs.

Corporate Plan Action - Reduced use of interims, temporary and agency staff through effective and efficient recruitment

Ref No. 5.D3 Reduction in Agency cost (Priority measure) - The Council's use of temporary and agency staff remains at increased levels following two months of reduction in April and May 2016.

The expenditure trend worsened significantly in June and can be partly attributed to late submissions of invoices for payment and a shift of expenditure previously classified by the Council as "consultancy" to "agency", in the interests of more focused monitoring and management attention.

As part of workforce management arrangements agreed with the Chief Executive, a new Workforce Management Group, led by the Assistant Chief Executive and consisting of Assistant Directors, will introduce a control process with use of agency staff requiring explicit directorate and Group sign off; the Group will propose targets for reduction in spend to SLT and pursue achievement of reduction targets.

The outcomes and action plan from the Pulse Survey and follow up Focus Groups have been published. A communications pack is being used by Directorates to share the results and action plan with employees.

Manager development programmes remain in place and engagement is taking place with all the Council's M3 (senior) managers through regular M3 managers meetings. The Brilliant Basics Programme is under way and further elements are being identified and prepared.

The full Strategic Leadership Team is now all in post and a senior leadership

development programme has commenced.

Corporate Plan Action - Members are able to fulfil their roles as effective community leaders

Ref No. 5.D4 % members receive a personal development interview leading to a structured learning and development plan – The Personal Development Plan process for members remains at an embryonic stage. Learning style questionnaires have been issued to members to commence the process and responses are beginning to be returned. In addition to this, the Cabinet Member with responsibility for member development, Councillor Yasseen, is meeting with the Assistant Chief Executive during week commencing 17th October 2016 to agree the terms of reference for the Member Development Group and to identify the membership of the panel. When confirmed, a meeting of the panel will be convened at the earliest opportunity and tasked with determining the approach to member sign up to Personal Development Plans.

Ongoing risks and challenges ahead:

Increasing levels of sickness absence are a risk both financially and operationally. High levels will also impact on use of temporary and agency staff, leading to increased cost and potential reductions in quality of service. Targeted intervention to address sickness hotspots is in hand.

Potential poor morale and stress among staff indicated by the recent Pulse Survey and focus group sessions with staff – particularly in the manager group – may lead to further increases in staff absence. New organisation structures required to enable savings may lead to further deterioration in staff morale and increased uncertainty. Organisation reviews and restructuring will need to be completed as rapidly as possible to minimise the impact on staff.

Members not engaging on a personal level with the process for improvement and development could risk poor political leadership. Members will continue to receive appropriate training and support in respect of developing knowledge, skills and behaviours. The member-led group chaired by Cllr Yasseen will now inform and enhance the Council's member development programme, which will be designed to equip Members with the knowledge, skills and behaviours required to be effective, alongside member Personal Development Plans, which requires member commitment to succeed.

OVERALL PERFORMANCE SCORECARD

As per separate document Appendix B

Appendix B

Corporate Plan 2016/17

Performance Report



Quarterly Performance Scorecard (data for Quarter 2 - 30 September 2016)

Please note: Although care is taken to ensure data is as accurate as possible, delays in data input can result in changes in figures when reports are re-run retrospectively.

Document Details
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Summary

✓	Measure progressing above or in line with target set	23	22.3%
●	Measure progress has been satisfactory but is not fully reaching target set	21	20.4%
✗	Measure has not progressed in accordance with target set	14	13.6%
⚙	Measure under development (e.g. awaiting data collection or target-setting)	0	0.0%
□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)	16	15.5%
■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	29	28.2%

↑	Numbers have improved	28
→	Numbers are stable	16
↓	Numbers have got worse	21
	Direction of Travel is not applicable	38

Corporate Priority 1 – Every child making the best start in life

Key	Overall status (relevant to target)					
	✔	Measure progressing above or in line with target set			⚙	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set			□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✖	Measure has not progressed in accordance with target set			■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect	Ian Thomas, Strategic Director Children and Young People's Services	1.A1	Early Help – Early Help service to identify and support families at the right time to help prevent social service involvement	Reduction in Children in Need rate (rate per 10K population) (Priority measure)	Mel Meggs - CYPS	low	Monthly	No target (to be used a measure to watch over the next 12 months)			347.1	320	354.4	390.7	356.7	357.4	390.7	Data shows an 'as at' position at the end of the reporting period. There is no good or bad performance however the aim is to ensure performance is in line with the national average. The locality management team have clear processes in place for regular review of CIN cases to ensure timely progression and to avoid drift, this work happens on a rolling basis and ensures that workers and team managers are challenged where appropriate in respect of the effectiveness of CIN planning. A measure of success of the Early Help Offer, over time, will be a reduction in CIN as families are offered support, before concerns escalate to require social care involvement.
		1.A2		The number of families engaging with the Families for Change programme as a percentage of the troubled families target	David McWilliams - CYPS	high	Monthly	100% (882 families by end of March 2017)			100%	100%	24%	46%	33%	40%	46%	Target of 100% is by March 2017. Performance is reported cumulatively and is therefore YTD.
		1.A3	Children's Social Care Improvement - Ensure that all children in need work is managed robustly and that appropriate decisions and actions are agreed	% children who had a social care concern raised within 12 months of the last concern ending (Re-referrals) (Priority measure)	Mel Meggs - CYPS	low	Monthly	April - September 26% October - March 23%			22.8%	30.6% (note - Corporate Plan stated 30.9%)	29.9%	30.4%	30.1%	29.6%	30.4%	Rolling year indicator including data from the 12 months prior to the end of each reporting period. This indicator is a reflection of the quality of practice and as this improves so the indicator should reduce. The service continues to fail to hit the locally set target of 23% which reinforces the findings of our audit programme which is trying to help us move beyond compliance. A detailed review of these cases has been commissioned to help us understand what has occurred as it is out of keeping with a previously improved performance.
		1.A4	Children's Social Care Improvement – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	% children who are subject to repeat child protection plans (within 24 months) (Priority measure)	Mel Meggs - CYPS	low	Monthly	4%			4%	4.7%	6.1%	6.6%	7.0%	7.1%	6.6%	Rolling year indicator including data from the 12 months prior to the end of each reporting period. Performance has improved but figures are much higher than they should be. Deep dive audit being undertaken to establish any correlation between this and the CPP review last year to assess whether plans were ceased prematurely as they should not be ended until the child is no longer at risk.
		1.A5	LAC Sufficiency Strategy – Increase in the proportion of children who are cared for in a family based setting	Increase in the proportion of children who are cared for in a family based setting (Priority measure)	Mel Meggs - CYPS	high	Monthly	87.5%			80.5%	84.5%	84.4%	84.4%	84.2%	84.9%	84.4%	Research shows that family based placements result in improved life chances and outcomes for children and young people in care more effectively than residential homes. Although we have had an overall increase in our children in care population the number of children not living in a family based setting has remained the same which maybe an early indication of an improving trajectory. Alongside our drive to increase the number of local foster carers there are also a number of service improvement activities are underway to address this i.e. Family Group Conferencing and improving foster carer support.
		1.A6		Number of CSE referrals	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable				200	52	35	14	9	12	No target as numbers fluctuate significantly and are therefore difficult to predict. The number of CSE cases remains relatively stable showing only a small increase as proportion of overall referrals.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
		1.A7	Child Sexual Exploitation - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of prosecutions	Mel Meggs - CYPS	high	Monthly	No target - not applicable			12	37 (note the Corporate Plan states 43 (June 2015 - May 2016))	7	5	1	2	2	Parameters used to define 'CSE prosecution' were: 1. Recorded criminal offence, tagged as being related to CSE. 2. Offence was finalised (referred to as 'detected') across dates shown in table. 3. Only those offences that resulted in a suspect or suspects being charged or summonsed to court were included.
		1.A8		Number of victims/survivors accessing post abuse support services (new referrals)	Mel Meggs - CYPS	high	Monthly	No target - not applicable				524	104	143	35	65	43	Data recorded monthly from April 2016. This measure includes all new referrals, both new cases or newly referred historic cases. Contracts for longer term CSE support and therapy commenced 1st July 2016.
People are supported to reach their potential	Ian Thomas, Strategic Director Children and Young People's Services	1.B1	Early Help – Increase the take-up of free Early Childcare for disadvantaged families	% of entitled 2 year olds accessing childcare	Karen Borthwick - CYPS	high	Termly	80%				78% (summer term 15)	Not applicable	79.5% (summer term)				Termly data shown in the closest reporting quarter to the end of term. This relates to an 'as at' position and cannot be aggregated up into year end. Take-up levels follow a pattern with the Spring term having highest levels of take-up each year. The position at Q2 is in line with expectations.
		1.B2	Sustainable Education and Skills	% children and young people who attend a good or better schools	Karen Borthwick - CYPS	high	Termly	90%				82.4% (summer term 15)	84.9%	86%				The latest comparison to the national average is 83% as of 31 st March 2016. Rotherham averages are 3.2% above the national average. The data is published on the OFSTED DataView website.
		1.B3	Sustainable Education and Skills – challenge all schools, academies and education settings who are not providing at least a 'good' level of education to our children	The progress a pupil makes from the end of primary school to the end of secondary school. (Key Stage 4 Progress 8 Measure)	Karen Borthwick - CYPS	high	Annual	No target - target for future years to be set inline with or above the national average			No data - new measure	No data - new measure		Data due to be released during Q3				As this is a new measure for secondary accountability in 2016 there is currently no performance data. Any targets in future years would be set in line with or above the national average. Provisional data due to be released during Q3.
		1.B4 (a)	Sustainable Education and Skills – Reduce the number of children and young people persistently absent from school	Persistent absence rate a) Primary School	David McWilliams	low	Termly	8.4%			2.9% (can't use this to compare performance as it was measured against a different definition)	10.7% (Academic year end outturn 2015/16)	Not applicable	Half Term 1 Data due to be released during Q3				Changes in the DfE definition mean that the annual target was recalculated (now defined as less than 90% attendance). The next reporting period for the purpose of the scorecard will be November and at the end of Quarter 3 we will be reporting up to the end of Half Terms 1. Year End relates to the 2015/16 academic year and is based on half terms 1-6 (cumulative).
		1.B4 (b)		Persistent absence rate b) Secondary School	David McWilliams	low	Termly	13.8%			7.5% (can't use this to compare performance as it was measured against a different definition)	15.3% (Academic year end outturn 2015/16)	Not applicable	Half Term Data due to be released during Q3				Changes in the DfE definition mean that the annual target was recalculated (now defined as less than 90% attendance). The next reporting period for the purpose of the scorecard will be November and at the end of Quarter 3 we will be reporting up to the end of Half Terms 1.
		1.B5 (a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are a) Fixed term (Secondary school)	Karen Borthwick - CYPS	low	Termly	3,000			4,210	Not yet available (Academic Year)	1,072 (Academic term end outturn)	Not yet available (Termly data)				Termly data shown is the closest reporting quarter to the end of term. Year end related to academic year. Sept 16 to July 17 is new academic year. Overall status based on newly available data for Quarter 1
		1.B5 (b)		Reduction in the number of exclusions from school which are b) Permanent (Secondary school)	Karen Borthwick - CYPS	low	Termly	30			50	33 September 2015 - July 2016 (cumulative - based on end of academic year)	47 September 2015 - July 2016 (cumulative - based on end of academic year)	Not yet available (Termly data)				Termly data shown is the closest reporting quarter to the end of term. Year end related to academic year. Sept 16 to July 17 is new academic year. Overall status based on newly available data for Quarter 1

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
B. Children and Young people		1.B6	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	% of young people aged 16-18 who are Not in Education, Employment or Training (NEET)	David McWilliams - CYPs	low	Monthly	3.1% (note - Corporate Plan included 4.9%)	✔	🔄	5.9%	5.3% (note - Corporate Plan included 5.1%)	5.5%	2.4%	5.8%	8.6%	2.4%	The annual target for NEET has been amended to reflect the changes in the tracking cohort introduced by DfE in September 2016 (reduction in cohort to academic age 16/17). The revised target of 3.1% is taken as an average across November, December and January monthly returns. Due to these in year changes the position reported for the end of Q2 is not an average of the previous 3 months, but is actual month end figure. As this is the first month the revised cohort has been reported, there is no comparison data available for region, statistical neighbours or England.
		1.B7 (a)	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	Percentage of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014) (Priority measure)	Karen Borthwick - CYPs	high	Monthly	90% by April 2018	●	🔄		58.3% (note - the Corporate Plan states 52.4%)	67%	65%	66%	65%	64%	Data relates to completion EHC plans within the reporting period. There is a national fall over the summer months when schools are on holiday, and cannot be reached to complete their part in the process.
		1.B7 (b)		Percentage of Education Health and Care Plans completed in statutory timescales (based on Conversions from Statements to EHCP cumulative from September 2014) (Priority measure)	Karen Borthwick - CYPs	high	Monthly	90% by April 2018	●	🔄		85.5% (note - the Corporate Plan states 81.6%)	58%	53%	56%	52%	52%	Data relates to completion EHC plans within the reporting period. Performance gaining some stability, team with majority of conversions have now moved into Inclusion Department. There is a national fall over the summer months when schools are on holiday, and cannot be reached to complete their part in the process.
		1.B8	Sustainable Education and Skills	% of children aged 0-5 living in the Rotherham area who are registered with a Children's Centre	David McWilliams - CYPs	High	Quarterly	95%	●	🔄	98.2%	91.4%	89%	91%				Data available on a quarterly basis. This involves a data collection from children centres and validation process therefore there may be a time lag between quarter end and availability of data. Target has changed from 94% to 95% so that it is in line with OFSTED requirements
		1.B9 (a)	Sustainable Education and Skills – ensure that all vulnerable groups attain at the same level as their peers	a) % "Looked After Children" (LAC) achieving Level 4 or above at Key stage 2 for reading, writing and maths combined	Karen Borthwick - CYPs	high	Annual	52% National 2015 Figure	■		35.7% (note - the Corporate Plan states 43%)	Not yet available (Academic Year)						Data due to be released during Q3 Year end 2014/15 figure reset to 35.7% following validation.
		1.B9 (b)		b) % "Looked After Children" (LAC) achievement against Key stage 4 Progress 8 measure	Karen Borthwick - CYPs	high	Annual	Not applicable	■		Not available	Not yet available						Data due to be released during Q3
		NOTE:				For attainment of vulnerable groups and adult learning please see Priority 4												
C. Children, young people and families are enabled to live healthier lives	Terri Roche, Director Public Health	1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy) (Priority measure)	Jo Abbott - Public Health	Low	Quarterly/ Annual	18.4% by 2016/17 (local target)	●	🔄	18.3%	18.1%	19.1%	Not yet available (December 2016)				National ambition 11% or less by the end of 2015. 2016/17 quarter 2 data due December 2016. Status and DoT are based on Q1 data.
		1.C2 (a)		Reduce year-on-year levels of childhood obesity for: a) Reception year children (age 4/5) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Downward trend in excess weight by 2020	■		9.9%	Not yet available						PH indicators dependent on annual data. 2015/16 data expected February 2017 (PHOF)
		1.C2 (b)			Reduce year-on-year levels of childhood obesity for: b) Year 6 children (age 10/11) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Downward trend in excess weight by 2020	■		21.6%	Not yet available					
		1.C3		Chlamydia detection rate (15-24 year olds) - CTAD (Persons)		Jo Abbott - Public Health	High	Annual	At least 2,300 per 100,000 (national target)	■		2,141 per 100,000 (2014)	1,738 per 100,000 (2015)					
	Ian Thomas, Strategic Director Children and Young People's Services	1.C4 (a)	Ensure that all children and young people with emotional wellbeing and mental health needs, receive prompt support and treatment	% of referrals triaged for urgency within 24 hours of receipt.	Nicole Chavaudra	High	Monthly	100%	✔	🔄	90.5%	99.4%	88.2%	100%	100.0%	100%	100%	Whole service restructure taken place in RDASH / CAMHS and vacancies filled which is already having a positive impact on waiting times.
		1.C4 (b)		% of triaged referrals that were assessed within 3 weeks.	Nicole Chavaudra	High	Monthly	95%	✘	🔄	27.8%	26.3%	26.4%	28.60%	28%	28%	28.60%	Whole service restructure taken place in RDASH / CAMHS and vacancies filled which is already having a positive impact on waiting times.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	

Corporate Priority 2 – Every adult secure, responsible and empowered

Key	Overall status (relevant to target)				
	✔	Measure progressing above or in line with target set	✕	Measure under development (e.g. awaiting data collection or target-setting)	
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)	
	✖	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
A. Adults are enabled to live healthier lives	Terri Roche, Director Public Health	2.A1	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Smoking prevalence (18+) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Reduction of 1 percentage point each year from baseline position.			18.4% (Now 19.4%)* (2014)	18.1% (2015)						Target = local target. National ambition to reduce to 18.5% by end of 2015. PH indicators dependent on annual data. *Data in PHOF now sourced from Annual Population Survey. Affects 2014 figure.
		2.A2		% of physically inactive adults (aged 16+)	Jo Abbott - Public Health	Low	Annual	No national target but local aim to increase physical activity for people with long term conditions			31.5% (2014)	30.6% (2015)					PH indicators dependent on annual data	
		2.A3		Excess weight in adults (aged 16+)	Jo Abbott - Public Health	Low	Annual	National ambition: a downward trend in the level of excess weight averaged across all adults by 2020.			73.3% (2012-14)	Not yet available					PH indicators dependent on annual data. 2013-2015 data expected November 2016 (PHOF)	
		2.A4		Suicide rate (all ages) (Persons)	Jo Abbott - Public Health	Low	Annual	No national target but national recommendation to have a local action plan			9.7 per 100,000 (2012-14)	Not yet available					PH indicators dependent on annual data. 2013-2015 data expected November 2016 (PHOF)	
		2.A5 a)		Successful completion of drug treatment – a) opiate users (aged 18-75)	Jo Abbott - Public Health	High	Annual	No national target. Local ambition to be within LA Comparators Top Quartile			7.3% (2014)	Not yet available					PH indicators dependent on annual data. 2015 data expected November 2016 (PHOF).	
		2.A5 b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75)	Jo Abbott - Public Health	High	Annual	As above			52.6% (2014)	Not yet available					PH indicators dependent on annual data. 2015 data expected November 2016 (PHOF).	
	Shokat Lal, Assistant Chief Executive	2.A6 a)	Support vulnerable people in times of crisis	Number of people supported through welfare provision - Food parcels provided	Justin Homer, Assistant Chief Executive's Directorate	Not applicable	Quarterly (Monthly data also available)	Not target - not applicable			Not available	2,526	810 food parcels 1,634 people supported	892 food parcels 1568 people supported	330 food parcels 480 people supported	261 food parcels 524 people supported	301 food parcels 464 people supported	The Local Welfare Provision (LWP) measure is split and includes food parcels provided, whereas the data collected includes the number of individual beneficiaries (adults and children) and crisis loans, which just register the number of loans, not the numbers of households benefitting. There is other food in crisis provision in Rotherham, but this is not directly funded through LWP. Council-wide/partnership service.
		2.A6 b)		Number of people supported through welfare provision - Crisis loans	Justin Homer, Assistant Chief Executive's Directorate	Not applicable	Quarterly (Monthly data also available)	Not target - not applicable			Not available	1,041	248 loans (£20,706 value)	130 loans (£10,325 Value)	26 loans (£1,630 Value)	43 loans (£3,550 Value)	61 loans (£5145 Value)	As above
		2.B1	Implement the new Adult Safeguarding Strategy to prevent neglect and abuse, embed making safeguarding personal and provide support to victims, linked to the corporate Safeguarding Strategy	No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	Baseline year		⬆	Not available	568	130	155				New measure 2015/16 based on new adults safeguarding collection and Care Act changes to safeguarding. Data not robust enough to use for full year target setting in 16/17 but in year quarter and year to date (accumulative) comparisons will be possible during 16/17. Q1 figure revised - previous value referred to individuals involved in S42 enquiries in quarter not those completed.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
B. Individuals and carers are supported to be safe, independent and resilient within a personalised model of care and support	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	2.B2	Integrate health and care services to consolidate and share resources to reduce duplication and provide excellent services	Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population (Priority measure)	Sam Newton - Adult Social Care and Housing	Low	Quarterly	1.5			2.3	1.6	2.9	2.1				Data provided by NHS England, Data shows "as at" position at the end of each quarter. Qtr 1 figures showing an increase in reported delays but these are being challenged by service with Health partners. Investigations are on-going and performance clinic scheduled for early Sept 2016. Expect agreed re-submission of data to improve performance to nearer target.
		2.B3	People get the information and advice early and help to make informed choices about care and support	Number of people provided with information and advice at first point of contact (to prevent service need)	Sam Newton - Adult Social Care and Housing	High	Quarterly	Baseline year				944	719	824				New for Corporate Plan. Note - process for capturing implemented November 2015 so data not robust enough to use for full year target setting in 16/17. Indicator improving to reflect service process.
		2.B4 (a)	Improved approach to personalised services – always putting users and carers at the centre of everything we do	Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	76%			76.4%	75.7%	79.6%	79.9%				Data shows "as at" position at the end of each quarter
		2.B4 (b)		Proportion of Carers in receipt of carer specific services who receive services via self-directed support (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	46.7%			0%	29.2%	100%	100%				Data shows "as at" position at the end of each quarter , MH data not yet included this will reduce to below 100% and close to target - TBC
		2.B5		Number of carers assessments	Sam Newton - Adult Social Care and Housing	High	Quarterly	2500			2566	2420	430	341				This figure accumulates in year, activity for both Q1 and Q2 is below expected. Issues have been identified with numbers of carer assessments recorded by our MH partner and these are being addressed by service. Further discussions with service will identify plans to improve in Q3 and Q4.
		2.B6	Modernise Enablement Services to maximise independence, including: • Intermediate care • Enabling • Prevention agenda • Developing community assets	The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Annual	91%			83.5%	89.6%						Data captured Oct-Mar (discharges Oct-Dec followed up 91 days later)
		2.B7		No of admissions to residential rehabilitation beds (Intermediate Care)	Sam Newton - Adult Social Care and Housing	High	Quarterly	600			587	613	153	159				Accumulative measure progressing in line with target.
		2.B8		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Sam Newton - Adult Social Care and Housing	High	Quarterly	74% (2015/16) 2016/17 target tbc			85.2%	86.1%	95.6%	85.0%				Data shows "as at" position at the end of each quarter. Target not yet confirmed - to confirm for Q3 following provisional national results release which will allow benchmarking of good performance
		2.B9 a)	Development of Adult Care Market Position Statements to provide alternatives to traditional care, maximise independence and stimulate the market	a) Permanent admissions to residential care for adults (Priority measure)	Nathan Atkinson - Adult Social Care and Housing	Low	Quarterly	17.6 (27 admissions)			12.3 (20 admissions) Accumulative	20.03 (31 admissions)	1.94 (3 admissions)	4.52 (7 admissions)				Data shows "as at" accumulative position at the end of each quarter
		2.B9 b)		b) Permanent admissions to residential care for older people (Priority measure)	Nathan Atkinson - Adult Social Care and Housing	Low	Quarterly	797 (390 admissions)			958.5 (469 admissions) Accumulative	819.52 (401 admissions)	102.18 (50 admissions)	224.81 (110 admissions)				Data shows "as at" accumulative position at the end of each quarter
		2.B9 c)		c) % spend on residential and community placements (Priority measure)	Sam Newton - Adult Social Care and Housing	Low residential and high community placements	Quarterly	Baseline year			Not available - not previously been required	Not available - not previously been required	Residential 38.48% (against budgeted 35.35%) Community 46.23% (against budgeted 40.56%)	Residential 36% (against budgeted 35.35%) Community 44% (against budgeted 40.56%)				New for Corporate Plan and measure reporting development yet to be finalised and confirmed. Q2 shows improving direction of travel towards budgeted spend.
		2.B10	Adults with learning disabilities are supported into employment enabling them to lead successful lives	Supporting people with a Learning Disability into employment	Sam Newton - Adult Social Care and Housing	High	Quarterly	6.0%			6.0%	5.6%	5.7%	5.7%				Data shows "as at" position at the end of each quarter
		2.B11 a)	Improve satisfaction levels of those in receipt of care and support services	Overall satisfaction of people who use care and support services - a) service users	Sam Newton - Adult Social Care and Housing	High	Annual	72%			65.0%	70.0%						Annual score collected in ASC User Survey
		2.B11 b)		Overall satisfaction of people who use care and support services - b) carers	Sam Newton - Adult Social Care and Housing	High	Biennial	50%			48.6%	Biennial						Biennial collection from carers survey next schedule 16/17.

Corporate Priority 3 – A strong community in a clean safe environment

Key		Overall status (relevant to target)																
		✔	Measure progressing above or in line with target set				✘	Measure under development (e.g. awaiting data collection or target-setting)										
		●	Measure progress has been satisfactory but is not fully reaching target set				□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)										
		✘	Measure has not progressed in accordance with target set				■	Measure information not yet available (e.g. due to infrequency or timing of information/data)										
		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16		Sep-16
A. Communities are strong and help people to feel safe	Damien Wilson, Strategic Director Regeneration and Environment	3.A1	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework	Reported instances of anti-social behaviour in Rotherham	Karen Hanson - Regeneration and Environment	Low	Quarterly	5% reduction on 2015-16	✘	⬇	15,553 Incidents	14,355 Incidents 8% Decrease (1,198)	3,835, a 7% increase (257 incidents) on Q1 15/16	4295 - a 12% increase (446 on Q2 15/16)				Police reports of anti-social behaviour continue to increase with 446 more reported incidents than in the same quarter last year . A range of multi-agency interventions continue to take place in hotspot areas. A review of the use of tools and powers to tackle ASB will take place in November alongside a refocussing of the priorities of the Anti-Social Behaviour Theme Group to establish a revised action plan.
		3.A2		Reported instances of hate incidents in Rotherham	Karen Hanson - Regeneration and Environment	Not applicable	Quarterly	No Target - Not Applicable (Note - Corporate Plan stated 25% increase on 2015-16)	□		178 Incidents	254 Incidents 43% Increase (76)	85, a 93% increase (41 incidents) on same period 15/16	Hate Crime 79, a 22% (14 on Q2 15/16) Hate Incidents 67, an 86% increase (31 on Q2 15/16)				It is recognised that hate crimes and hate incidents are currently under reported and therefore significant effort is being made across the Safer Rotherham Partnership to increase public confidence in reporting. For this reason, it is not considered appropriate to have a target to reduce reported incidents and increases are seen as a positive response to awareness raising. This year has seen a significant increase in reported hate crimes and incidents. A multi-agency, police-led operation (Solar) is dedicated to raising the issues and tackling the instances of reported crimes.
		3.A3		Reported instances of domestic abuse in Rotherham	Karen Hanson - Regeneration and Environment	Not applicable	Quarterly	No Target - Not Applicable (Note - Corporate Plan stated 10% increase on 2015-16)	□		1,384 Incidents	1,770 Incidents 28% Increase (386)	503, a 19% increase (80 incidents) on same period 15/16	Crimes 473, a 7% increase (32 on Q2 15/16) Incidents 1205, a 2% increase (19 on Q2 15/16)				Recruitment to a new Domestic Abuse Co-Ordinator has taken place which commenced on 24th October 2016. This post will be responsible for the effective development and delivery of a domestic abuse strategy, data and performance management and a review of existing governance structures. Reported indcidents of domestic abuse have reduced by 30 (473) at the end of quarter 2 compared to (503) at the end of quarter 1.
		3.A4	Ensure an robust, effective and efficient licensing service	% of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)	Karen Hanson - Regeneration and Environment	High	Quarterly	100% of 1) eligible licence holders that have subscribed to the DBS online update service; 2) drivers that have completed the council's safeguarding awareness course; 3) vehicles that, where required to do so, have had a taxi camera installed (or are committed to having one installed); 4) drivers that have obtained the BTEC / NVQ qualification.	✘		Not available - new measure	Not available - new measure	Q2 Will be first reporting	Figures for each sub-indicator: 1) 100% 2) 97% 3) 96% 4) 56%				- 97% of drivers have completed the Council's safeguarding training, the remaining 3% have had their licence suspended and are not currently driving a licensed vehicle. - 96% of vehicles that require a camera by the end of Q2 have had one fitted (or made a commercial commitment to have one fitted). Enforcement action will be taken in relation to the 4% that have not had a camera fitted (or made an arrangement to do so). - 56% of drivers have obtained the BTEC / NVQ qualification. The Council will take a proportionate approach in relation to the enforcement of this requirement, and recognises the cost and effort that is involved in obtaining this qualification. Enforcement action will be taken in relation to any drivers that have not attempted to obtain the qualification (or are unlikely to obtain it within a reasonable timescale).
		3.A5 a)	Rotherham residents are satisfied with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live	Tracy Holmes, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>79%	✔	⬇		79% June 2015 82% December 2015 satisfied or fairly satisfied	80% June 2016 satisfied or fairly satisfied				The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.	
		3.A5 b)		b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	Tracy Holmes, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>69%	●	⬆		69% June 2015 61% December 2015 very or fairly satisfied	62% June 2016 satisfied or fairly satisfied				The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.	
				3.A6		Number of people borrowing books and other materials (Cumulative) (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Quarterly	25,000	●	⬆	25,684	22,472	11,717	16,621		

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
		3.A7	Create a rich and diverse cultural offer and thriving Town Centre	Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock - Regeneration and Environment	High	Quarterly	>23,699,399	✗	↺	Not available	23,699,399	5,641,296	5,898,148				15/16 a baseline year, aggregate pedestrian flow measured from fixed cameras at All Saints Square, High Street, College Street and Centenary Market. A new Fixed Camera on Effingham Street went online Feb 2016 so suggest inclusion of that camera from 17/18. The target set for 16/17 is to maintain current Town Centre footfall in the face of recent projections of a downward trend. Footfall indicator completed for Q2 which shows a 7.39% decline on Q2 last year and a 5% increase compared to Q1 this year. The overall status and DOT is based on a comparison to data for the same period last year
B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B1	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Levels of Street Cleanliness not more that 5% of sites are considered to be below standard (Grade A or B in CoP)	Karen Hanson - Regeneration and Environment	Low	Quarterly	<5%	✓	↻	0%	0%	0%	0%				Levels of Street Cleanliness are being maintained through quarters 1 & 2 and ther Council is on target to achieve its outturn figure of <5% .
		3.B2 (a)		Percentage of the principal road network in need of significant repair	Karen Hanson - Regeneration and Environment	Low	Annual	4%	■		3%	Not yet available					2015/16 Information from the Department for Transport used to measure and report performance against this measure is not currently available .	
		3.B2 (b)		% of the non-principal road networks in need of repair	Karen Hanson - Regeneration and Environment	Low	Annual	7%	■		6%	Not yet available					The target is based on the national average condition and the Council aspires to be good or better. The national average has improved from 8% to 7%. DfT 2015/16 data not yet available	
		3.B2 (c)		% of unclassified roads in need of repair (Priority Measure)	Karen Hanson - Regeneration and Environment	Low	Annual	<28%	✓	↻	24%	24%	23%	23%			Nationally, the average condition achieved for this indicator is 18% (based on the latest 14/15 DfT data). It is recognised that this is currently unachievable and a realistic locally a target has been set at 28% with a programme of additional investment. This will be reviewed in 17/18 with a view to continued improvement. The Council has invested £5m over two years - 2015/17 - to prevent the deterioration of highways and to bring the condition of Rotherham's roads closer to the National Average. In addition, a further £10m of capital investmemnt has been approved for a 2017 - 2020 programme of works.	
		3.B3(a)		Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions)	Karen Hanson - Regeneration and Environment	High	Quarterly	Baseline Year	□	↻	Not available - baseline year	Not available - baseline year	4	12			Increased enforcement action continues to take place against perpetrators of fly-tipping. With the adoption of new powers to issue Fixed Penalty Notices for offences and additional action planned for environmental crime enforcement, pro-active enforcement will continue to see increases this year.	
		3.B3(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions)	Karen Hanson - Regeneration and Environment	High	Quarterly	Baseline Year	□	↺	Not available - baseline year	Not available - baseline year	14	7			Following approval of the 'Time for Action' approach to tackling environmental crime, options have been developed to ensure a significant increase in enforcement activity for environmental offences. It is anticipated that significant increases will be recorded from quarter 3 onwards.	
		3.B4(a)		Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure)	Karen Hanson - Regeneration and Environment	Low	Quarterly	<5%	✓	↻	0%	0%	0%	0%			Performance is being maintained throughout the 1st & 2nd quarters and the Council is confident the end target of <5% will be achieved	
		3.B4(b)		Number of grounds maintenance customer contacts	Karen Hanson - Regeneration and Environment	Low	Quarterly	<719	✗	↻	Not available	719	332	286			Performance has improved against the first quarter. 2nd quarter contacts (which are for the busiest time of the year and include activities such as grass cutting etc) are within the expected parameters to achieve the oveall target.	
		3.B5	Number of missed bins per 100,000 collections	Karen Hanson - Regeneration and Environment	Low	Quarterly	60	✓	↻	38.33	62.7	62.28	52.11			Quarter 2 has seen a welcomed reduction in the number of missed collections. The Head of Street Scene commenced in post during October 2016 and a full review of waste services is now underway. This includes a review of the reliability of existing vehicles which has caused significant issues in the past.		

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16		Sep-16
		3.B6	Ensure an efficient and effective waste and recycling service	% of waste sent for reuse (recycling and composting)	Karen Hanson - Regeneration and Environment	High	Quarterly	45%	✓	⬆	40.02%	43.11%	Estimated performance as at 30.6.16 = 50.34% Forecasted performance as at 31.3.17 = 44.99%	Estimated performance as at 30.9.16 = 50.41% Forecasted performance as at 31.3.17 = 45.17%				The 45% target has been calculated using the performance of the PFI plant over 2015/16 and the 2015/16 performance rates from Kerbside, HWRC & Bring site recycling. Recycling currently above target due to expected Spring/Summer collected Green waste. As this recycling isn't collected Autumn/Winter recycling performance will reduce over the course of the year, so estimated 31.3.17 figure also supplied to give true reflection of performance. It is hoped the PFI waste treatment plant will continue over the year to improve its recovery of recycling that will help to meet the target. Q2 figures are estimated as performance figures from some of our waste treatment facilities have only been received for Jul & Aug so far. Sept's data will be received by the end of Oct (always comes a month later than month end as processers have to collate their data) but this is after this returns are required to be submitted by dpt.

Corporate Priority 4 – Extending opportunity. Prosperity and planning for the future

Key	Overall status (relevant to target)				
	✔	Measure progressing above or in line with target set	✂	Measure under development (e.g. awaiting data collection or target-setting)	
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)	
	✖	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual							
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
A. Businesses supported to grow and employment opportunities expanded across the borough	Damien Wilson, Strategic Director Regeneration and Environment	4.A1	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)	Survival rate of new businesses (3 years) (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Annual	57.5%			63.1%	Not yet available						RIDO has taken a leading role in the development of the SCR Growth Hubs key business support programme for new businesses known as Launchpad This is a £4m SCR wide initiative and offers specialist support for new and early stage businesses, including networking events, workshops, coaching and one to one mentoring. A business accelerator programme has been developed in partnership with UK Steel Enterprise.
		4.A2		Number of jobs in the Borough (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Annual	1,000 new jobs p.a. (10,000 over 10 years). No specific target for 2016/17 until 2015/16 data is available			92,300	Not yet available						Awaiting figures, new measure. May wish to consider deleting this measure due to the timing of data
		4.A3		Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old)	Paul Woodcock - Regeneration and Environment	High	Annual	50			47	47						Latest figure from ONS Business Demography 2014 dataset shows 47 start-up enterprises per 10,000 adult population. No change from 14/15 performance. Set target to increase to 50 for 2016/17. (2015-16 target was 35)
		4.A4		Overall number of businesses in the Borough (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Annual	6,500			5,715	6,390						Target for 2015-16 was > 5,390. Specific target set for 2016-17.
		4.A5		Narrow the gap to the UK average on the rate of the working age population economically active in the borough	Paul Woodcock - Regeneration and Environment	Low	Quarterly	Reduce gap to 0.7%			2.8% gap	1% gap	2.60%	data not yet available (Dec 2016)				Latest figures from ONS APS March 2016. Rotherham = 75.1%, Uk rate = 77.7%, so gap has increased since last return . Quarter 2 data will not be available until Dec 2016
		4.A6		Median average gross weekly wage for full-time employees working in the borough. Percentage of UK average	Paul Woodcock - Regeneration and Environment	High	Annual	91.5%			92.1%	90.7%						Annual measure. Next data due Nov16
rented or home ownership sector		4.B1	Implement the Housing Strategy 2016-2019 to provide high quality	Number of new homes delivered during the year (Priority measure)	Tom Bell - Adult Social Care and Housing	High	Annual (interim quarterly data also available)	731			633	663	201	178				This indicator is off target compared to the 1st quarter of the year however it is anticipated performance will be accelerated throughout the 3rd & 4th quarters as completions come through for payment before year end. The overall status has therefore been rated Amber as year end target will be achieved but DOT rated as worsening which it is compared to the previous quarter.
		4.B2		% of stock that is non-decent (Priority measure)	Tom Bell - Adult Social Care and Housing	Low	Annual (interim quarterly data also available)	0.5%			0% (note Corporate Plan stated - 0.67%)	0% (note - Corporate Plan stated 1.3%)	1.30%	0.18%				Of the 237 non-decent properties at year start, 199 have become decent. With the internal refurbishment programme running until the end of March 2017; the remaining 38 properties are scheduled for works on the internal refurbishment project over quarters 3 and 4 of 2016/17 programme. The full internal refurbishment project is schedule for delivery with this financial year with no properties expected to carry into the following financial year, as such the target of 0.5% non-decent properties forecasted for year end is forecast to be achieved.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual							
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
B. People live in high quality accommodation which meets their need, whether in the social rented, private	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	4.B3	private high quality accommodation	Number of new social rented homes started in year	Tom Bell - Adult Social Care and Housing	High	Annual (interim quarterly data also available)	60			49	77	46	4				This indicator is off target compared to the 1st quarter of the year however it is anticipated performance will be accelerated throughout the 3rd & 4th quarters as completions come through for payment before year end. The overall status has therefore been rated Amber as year end target will be achieved but DOT rated as worsening which it is compared to the previous quarter.
		4.B4		Number of new affordable home ownership units started in year	Tom Bell - Adult Social Care and Housing	High	Annual	148			51	58	2	2				In future affordable home ownership will become the predominant tenure in affordable housing delivery. This is because the Government's "Starter Homes" agenda will replace rented affordable housing delivered through the planning system as S106 units. Additionally from 2016 the Affordable Homes Programme of grant funding will end. This will be replaced by the "Shared ownership & Affordable Homes Programme 2016 – 2021" (SOAHP)..
		4.B5(a)	Private rented housing – improving standards through selective licensing	% of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure)	Karen Hanson - Regeneration and Environment	High	Monthly	95%			Not available	87%	84%	91%	88%	90%	91%	In both Eastwood and Dinnington, more private rented properties have been identified than had originally been estimated when the Council set the target for this measure using information from the 2011 census. Underestimating the number of properties in Eastwood has resulted in significantly better performance than had been expected. For example by the end of quarter 2, 151% of properties in Eastwood had registered under the scheme. This however inflates the performance for the whole Selective Licensing Scheme and to compensate for this, in order to provide customers with more accurate performance information the Council cap its performance across all Selective Licensing areas at 100%. This means performance for the overall scheme at the end of the 2 nd quarter is 91%, 7% higher than for quarter 1. The Council is therefore maintaining excellent progress delivering against this indicator and is confident the 95% year – end target will be achieved.
		4B5(b)		% of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority Measure)	Karen Hanson - Regeneration and Environment	High	Annual	70%			Not available as not previously required	Not available as not previously required						An inspection regime is in place to test compliance . So far 500 of the 1000 those properties licensed have been inspected and where non compliance has been identified remedial actions have been taken to prevent formal action being taken by the Council. Interim performance data for this measure will be available in the 3rd quarter of the year.
C. Adults supported to access learning improving their chances of securing or retaining employment	Ian Thomas, Strategic Director Children and Young People's Services	4.C1	Adults are supported and have access to learning opportunities	Increase the number of people aged 19+ supported through a learning programme	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	300			289	264						Whilst not achieving the target of recruiting an additional 300 learners, the service has seen some positive movement with a 17% increase in overall enrolments during the 15/16 academic year.
		4.C1 a)		Increase the % of people aged 19+ supported through a learning programme who have: a) Obtained a formal qualification	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	95%			94%	95%						An increase in the number of learners achieving a qualification has seen the service improve performance by 1% achieving the target of 95%.
		4.C1 b)		Increase the % of people aged 19+ supported through a learning programme who have: b) Progressed/working towards another level	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	40%			26%	41%						Progression during 15/16 has seen a significant increase with 41% of learners indicating that they are continuing their learning
		4.C1 c)		Increase the % of people aged 19+ supported through a learning programme who have: c) Obtained or got a better job	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	20%			12%	13%						The service has seen a slight increase in the number of learners moving in to full or part time employment but still falls sort of the target.
		4.C2		Increase the number of people working towards an English for Speakers of Other Languages (ESOL) accredited qualification	Strategic Director CYPS	High	Annual (academic year from September to July)	50			70	67						Target exceeded although the introduction of longer courses for ESOL qualifications has affected the numbers of learners that can be enrolled during one year.

Corporate Priority 5 – A modern, efficient Council

Key	Overall status (relevant to target)									
	✔	Measure progressing above or in line with target set					✖	Measure under development (e.g. awaiting data collection or target-setting)		
	●	Measure progress has been satisfactory but is not fully reaching target set					□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)		
	✘	Measure has not progressed in accordance with target set					■	Measure information not yet available (e.g. due to infrequency or timing of information/data)		

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
A. Maximised use of assets and resources and services demonstrate value for money	Judith Badger, Strategic Director Finance and Customer Services	5.A1	Maximising the local revenues available to fund council services	% Council Tax collected in the current financial year	Stuart Booth - Finance and Customer Services	High	Monthly	97% (Top Quartile Met Authorities)	✔	➡	97.2%	97.3%	27.7%	54.3%	36.4%	45.4%	54.3%	Performance is measured at the end of each month. The Met Council average for 15/16 was 95.4%, had Rotherham performed at the Met average it would have collected £1.976 million less from last year's Council Tax. The overall rating and DoT rating is based on a comparison against last years performance. Performance is 54.3% which is exactly the same as the same time the previous year and it is expected that the target will be achieved by the year end.
		5.A2		Cumulative Council Tax arrears per property	Stuart Booth - Finance and Customer Services	Low	Annual (interim quarterly and monthly data also available)	£109.22 (Top Quartile Met Authorities)	✔	➡	£66.98	£68.12	£58.59	£51.06	£55.81	£53.49	£51.06	For 15/16 we were the third best Met Council with £68.12 per property. The Met Council average for 15/16 was £148.58. Had Rotherham performed at Met average we would currently have an additional £9.3million outstanding arrears. We currently have 14p lower arrears per property compared with the same time last year. The overall rating and DoT rating is based on a comparison against last years performance. Arrears are slightly lower than at the same time the previous year and it is expected that the target will be achieved by the year end.
		5.A3		% non-domestic (business) rates collected in the current financial year	Stuart Booth - Finance and Customer Services	High	Monthly	98% (Top Quartile Metropolitan Authorities)	✔	⬇	98.3%	98.1%	28.4%	54.9%	37.2%	45.7%	54.9%	Performance is measured at the end of each month. For Non Domestic Rates in 15/16 we were 8th highest Met (out of 36) with 98.1%. The Met Council average for 15/16 was 97.1%, had Rotherham performed at the Met average it would have collected £680k less from last year's Non Domestic Rates (49% of this is our share so £326,000). The overall rating and DoT rating is based on a comparison against last years performance. Although performance is slightly down on the same time the previous year when it was 55.1% it is expected that the target will be achieved by the year end.
B. Effective governance arrangements and decision making processes are in place	Shokat Lal, Assistant Chief Executive	5.B1	Establishing and working to a new Local Code of Corporate Governance , encompassing: • Risk management • Information governance (including FOI/DSA) • Business continuity • Internal audit • Emergency planning	Fit for purpose Annual Governance Statement 2016/17 (Priority measure)	Simon Dennis - Assistant Chief Executive's Directorate	n/a	Annual	Improved Annual Governance Statement in 2016/17	■		Qualified Conclusion reached	Qualified Conclusion reached						The final 2015/16 AGS was published on 30 September 2016. This includes an overall qualified conclusion on the Council's governance arrangements. Work to draw together the 2016/17 AGS will commence in early 2017. Additionally, arrangements are in place for establishing a new Local Code of Corporate Governance early in 2017.
	Shokat Lal, Assistant Chief Executive	5.B2	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	% of scrutiny recommendations which are accepted and implemented	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	80%	■		Not available - not previously been required	Not available - not previously been required	0	0				To 30th September, no Scrutiny recommendations had been made, so no data is available.
		5.B3		Number of pre-scrutiny recommendations adopted	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	60%	✔	⬇	Not available - not previously been required	Not available - not previously been required	Not available	100%			Pre-decision scrutiny process commenced in July 2016. Recommendations were made for the Cabinet and Commissioner Decision Making Meetings in both July and September and were accepted. It is worth noting that pre-decision scrutiny has resulted in additional recommendations and supporting existing recommendations, rather than any substantial changes to proposals.	
Other		5.C1 a)		a) Total number of complaints received by the Council	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	□		692	695	205	271	68	85	118	Increase in the number of complaints received in September. This is in part due to the numbers received in CYPS. Significant month on month increase in CYPS.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target			Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Jul-16	Aug-16	Sep-16	
C. Staff listen and are responsive to customers to understand and relate to their need	Shokat Lal, Assistant Chief Executive	5.C1 b)	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	b) % of complaints closed and within timescale (cumulative)	Justin Homer - Assistant Chief Executive's Directorate	High	Monthly	85%			82%	80%	79%	82%	84%	84%	82%	Decrease in performance in September and in Q2 overall. Continuing issues in RES. Specifically in Waste Management.
		5.C2		Number of compliments received	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable			604	603	183	168	54	65	49	Small decrease from August. All Directorates have been reminded to report all received.
		5.C3	Resident satisfaction - Assessing overall public opinion on the way the council is working and responding to customers	% of residents satisfied with the way Rotherham Metropolitan Borough Council runs things	Tracy Holmes, Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	>55%				55% June 2015 and 54% December 2015 very or fairly satisfied	50% June 2016 very or fairly satisfied					The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
		5.C4		% of residents that have confidence in Rotherham Metropolitan Borough Council	Tracy Holmes, Assistant Chief Executive's Directorate	High - great or moderate extent	6 monthly	>41%				41% June 2015 and 45% December great or moderate extent	44% June 2016 great or moderate extent					The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
	Judith Badger, Strategic Director Finance and Customer Services	5.C5 a)	Enable customers to be active and interact with the Council in an efficient way, accessing more services online	% of transactions a) online	Jill Craig - Finance and Customer Services	High	6 monthly	>36%			24%	36%		36%				6 monthly measure.
		5.C5 b)		% of transactions b) face to face customers	Jill Craig - Finance and Customer Services	Low	6 monthly	<6%			9%	6%		6%				6 monthly measure
		5.C5 c)		% of transactions c) telephony customers	Jill Craig - Finance and Customer Services	Low	6 monthly	<58%			67%	58%		58%				6 monthly measure
D. Effective members, workforce and organisational culture	Shokat Lal, Assistant Chief Executive	5.D1	Staff and managers have an opportunity to reflect on performance , agree future objectives and are aware of how they contribute to the overall vision	% PDR completion	Tracey Parkin, Assistant Chief Executive's Directorate	High	Annual	95%			61%	96%	94.5%	96%				Achievement at 96% against 95% target. Target for 2017/18 will be agreed as part of lessons learned in autumn.
		5.D2	Sickness is managed and staff wellbeing supported	Days lost per FTE (Priority measure)	Ian Henderson, Assistant Chief Executive's Directorate	Low	Monthly	10.2			10.9 days (excluding schools)	10.43 Days (excluding schools)	11.10 days (excluding schools)	10.71 days (excluding schools)	10.98 days (excluding schools)	10.63 days (excluding schools)	10.71 days (excluding schools)	Sickness figure is an annualised projection based on performance to date and historic profiles. Targeted intervention measures are currently being applied and further work is being undertaken to refresh management processes and target specific issues.
		5.D3	Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost (Priority measure)	Ian Henderson, Assistant Chief Executive's Directorate	Low	Monthly	10% reduction			£2.8m	£6.8m	£2,263 (+33%)	£4,859 (+43%)	£3,071 (+35%)	£3,923 (+38%)	£4,859 (+43%)	DoT is based on projected annual expenditure against last years actual. Late submissions for payment of invoices and classification of certain consultancy expenditure as agency may be distorting annual projections.
		5.D4	Members are able to fulfil their roles as effective community leaders	% members receive a personal development interview leading to a structured learning and development plan	James McLaughlin, Assistant Chief Executive's Directorate	High	Annual	85%				80%						Annual measure. Too early in the municipal year to assess progress.

Public Report
Cabinet and Commissioner's Decision Making Meeting

Summary Sheet

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title:

Day Care and Transport Charges

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

Yes

Strategic Director Approving Submission of the Report

Anne Marie Lubanski - Strategic Director of Adult Services and Housing

Report Author(s)

Mark Scarrott – Finance Manager – Adult Services and Housing

Ward(s) Affected

All

Summary

The review of Non-Residential Care Charges 2016/17 report in March 2016, Cabinet agreed to consult with customers and carers on the proposed increase in charges for Day Care and transport. This report provides details of the outcome of the consultation and further consideration on the future charges for Day Care and transport.

Recommendations

1. That the information contained in this report be received.
2. That the proposed charges for Day Care be increased on a phased basis from £4.47 to £15.00 per session from 1 January 2017, with a further increase to £30.00 per session from 1 October 2017.
3. That the charges for Transport be increased to £5.00 per return journey.

List of Appendices Included

Appendix A – Outcome from Consultation

Appendix B – Impact on Day Care Customers

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Overview and Scrutiny Management Board – 4 November 2016

Council Approval Required
No

Exempt from the Press and Public
No

Title: Day Care and Transport Charges

1. Recommendations

- 1.1 That the information contained in this report be received.
- 1.2 That the proposed charges for Day Care be increased on a phased basis from £4.47 to £15.00 per session from 1 January 2017, with a further increase to £30.00 per session from 1 October 2017.
- 1.3 That the charges for Transport be increased to £5.00 per return journey.

2. Background

- 2.1 The Council is required to review its fees and charges as part of the annual budget setting process. Currently charges for Day Care and the provision of transport are subsidised and therefore do not recover the cost of providing the services. Any proposals to increase the charges above inflation require consultation with customers and carers.
- 2.2 A report on the charges for non-residential services was considered by the Commissioner in March 2016 which approved the consultation with customers and carers on a proposed phased increase in the charges for Day Care and the provision of transport to and from a day centre.
- 2.3 There are 373 people who currently use day services across all customer groups. However, currently within this cohort there are 214 who contribute Nil to their support costs and 126 who pay a contribution dependent on the outcome of a financial assessment to determine their ability to pay. There are currently only 33 who pay the full cost for Day Care.
- 2.4 There are currently 225 people who access in-house transport and this includes people who access a taxi through the Adult Care Service. Everyone will pay a flat rate towards their transport costs regardless of their financial assessment (ability to pay).
- 2.5 The current actual cost of a Day Care placement per day ranges from £50.00 to £60 dependent on the customer group and actual service area. It is currently charged at £4.47. The actual cost of providing transport per person is £19.00 per return journey, with a current charge of £3.50, therefore both services are heavily subsidised.
- 2.6 All current customers in receipt of a non-residential service were sent a questionnaire in July to seek their views on the proposed increases in charges. Out of a total of 2930 sent out, 606 responses were received, which represents a 20.7% response rate. A further 34 responses were received directly from day centres and 16 people responded to the consultation on the Council website. The consultation period closed on 28th September 2016. A summary of the responses are shown in Appendix A.

3. Key Issues

- 3.1 The Council has discretionary power to charge for non-residential services. It has to set a maximum amount and then carry out a financial assessment to determine a customer's ability to pay. The financial assessment applies to customers with savings of less than £23,250. Generally this relates to people who are in receipt of welfare benefits. The amount they will be assessed to pay will increase in line with increases in benefits. Customers who have more than £23,250 have to pay the cost of their care up to the Council's maximum charge, currently £417.00 per week. There are currently only 2 customers who pay the maximum charge for non-residential services. 56% currently do not contribute to the cost of Day Care provision after being financially assessed.
- 3.2 Table 1 in Appendix B shows the percentage of people receiving a free service or paying a low weekly charge. In Rotherham around 75% currently contribute less than £25.00 per week towards the cost of their Day Care services.

4. Options considered and recommended proposal

4.1 Day Care

The review of the provision of Day Care services is part of the Adult Care Development Programme which aims to modernise existing services, invest in community assets and achieve better outcomes for customers in line with the recommendations contained within the Care Act 2014. Day Care charges have in previous years been increased in line with inflation. The current charge for a session (per day) is £4.47. However, this charge does not reflect the cost of providing the service which ranges from £50.00 to £60.00 per customer, per session depending on client group. This is also reflected when benchmarked with our neighbouring authorities where charges range from £28.00 to £40.00 per customer, per session. Customers who receive a Day Care service are subject to a financial assessment and currently 56% do not contribute towards the cost of the service (see Appendix B).

Customers and their carers were consulted on the following proposals:

- Increase the current Day Care charge of £4.47 to £15 per session with effect from 1st January 2017.
- Further increase the amount the Council charges for attending its Day Care services to £30 per session with effect from 1st October 2017.

Nearly 84% of responses either disagreed or strongly disagreed to the proposed increase to £15 per session. This increased to 92% in respect of the proposal to the further increase to £30 per session.

Table 1 in Appendix B shows the impact on current customers of the proposed increases. A total of 33 customers would be affected by an increase in their charge towards their Day Care service.

4.2 Transport to Day Centres

The current charge for transport to and from a day centre is £3.50 per return journey. This is a flat rate charge payable by everyone who uses this service. It is part of everyone's normal living expenses. However, this charge does not recover the cost of the Council providing the service, which is currently £19.00 per return journey. The latest benchmarking data within the Yorkshire and Humberside region shows a range of charges for transport from £1.00 per return journey to £6.00.

Customers and carers were consulted on the following proposals:

- Increase the amount it charges for providing transport to and from Day Care Centres from the current charge of £3.50 to £5.00 per return journey with effect from 1st January 2017:
- Increase the amount it charges for providing transport to and from Day Care Centres to £10.00 per return journey with effect from 1st October 2017:

Nearly 57% either disagreed or strongly disagreed with the proposed increase from £3.50 to £5.00 per return journey, with 43% in favour of the increase. However, the percentage of customers who disagreed or strongly disagreed increased to 88% in response to the proposed increase to £10.00 per return journey.

5. Consultation

- 5.1 All customers who currently receive a non-residential care service received a postal questionnaire together with a covering letter and pre-paid return envelope. An easy read format was also made available at the Day Centres and the consultation was also available on the Council's website. The consultation was open for a period of 61 days and closed on 28 September 2016. A total of 656 responses were received in total representing an overall response rate of 22%.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Any agreed increases in charges would be effective from 1st January 2017 and then from 1st October 2017 for Day Care.
- 6.2 Transport charges will increase from 1st January 2017.

7. Financial and Procurement Implications

- 7.1 The Council is required to review fees and charges as part of the annual budget setting process. The current charge for Day Care transport to and from a day centre does not recover the full cost. The actual cost of the in house Day Care services including transport is £4.2m. The total income received from customer's fees and charges for both Day Care and transport is £200,000. By increasing charges on a phased basis for Day Care, the level of subsidy on the provision of services will reduce for those customers with the means to contribute. The impact of any charge increase on the viability of the service will need to be closely monitored and reviewed. This will be considered as part of the Adult Care Development Programme.
- 7.2 The options for Day Care contained within the report are based on a phased increase from 1st January and 1st October 2017. For transport the increase will be from 1st January 2017. If approved, additional income of £24,000 would be received for the remaining three months of 2016/17 from the increase in Day Care and transport charges. In 2017/18 this would increase to £130,000 and further increase to £160,000 from 2018/19 compared to the income from current customers.
- 7.3 However, these figures are based on the current level and financial profile of customers receiving Day Care and transport services and therefore any changes to the delivery of services is likely to impact on the level of income received in future years. The Council will need to review financial planning assumptions and forecasts as the increases are implemented.

8. Legal Implications

- 8.1 There are no legal implications.

9. Human Resources Implications

- 9.1 This report has no direct implications for Human Resources for the Council.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 There are no implications for children and young people as a result of the recommendation made in this report. However, it may impact on a small number of adults who will experience an increase in their charges for Day Care and transport as outlined in the body of the report.

11 Equalities and Human Rights Implications

- 11.1 The recommendations in this report, if accepted, contribute to supporting adults and the provision of high quality care.

An Equality Analysis has been undertaken and attached.

12. Implications for Partners and Other Directorates

- 12.1 There are no implications for partners or other Directorates.

13. Risks and Mitigation

- 13.1 The risks and uncertainties will be proportionate to the level of increase in charge and potential reduction in numbers of customers where the charge is not subject to a financial assessment and customers are required to pay the full charge.

14. Accountable Officer(s)

Approvals obtained from:-

Strategic Director of Finance and Customer Services:- Judith Badger

Assistant Director of Legal Services:- Dermot Pearson

Head of Procurement (if appropriate):- N/A

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

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

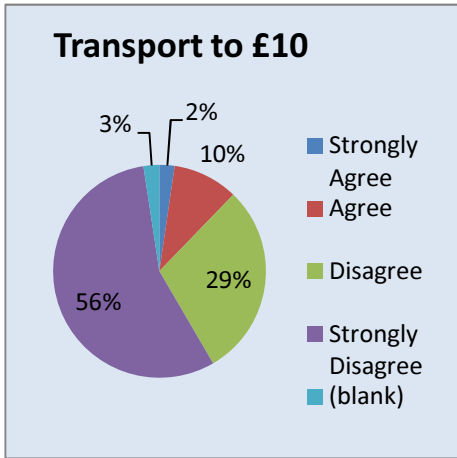
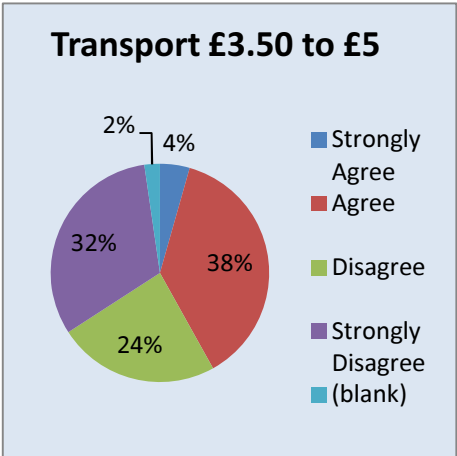
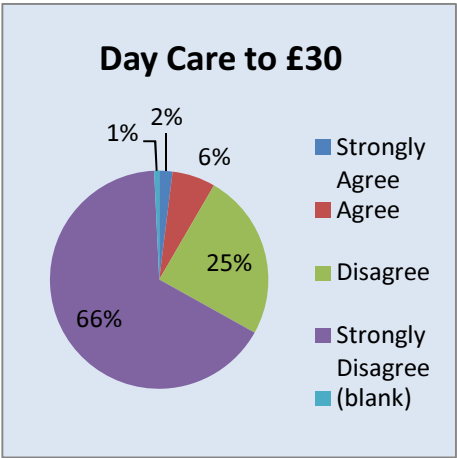
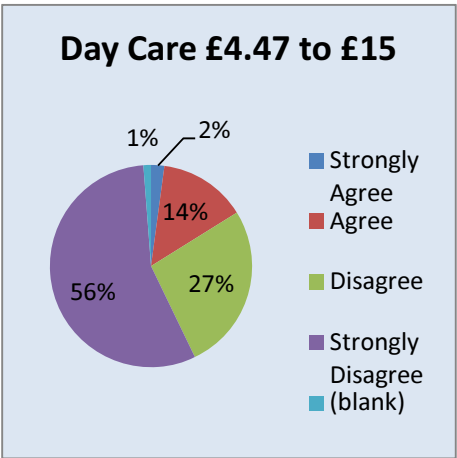
Appendix A

ADULT SOCIAL CARE - Consultation on charging for Day Care and Transport

The analysis below is based on the responses received to the Day Care and Transport consultation survey. The findings below summarise the individual responses to the Day Care and transport questions.

RESPONSE PER QUESTION

	Strongly Agree	Agree	Disagree	Strongly Disagree	(blank)	Grand Total
Day Care charge increase from £4.47 to £15	14	92	175	367	8	656
Day Care charge increase from £15 to £30	13	42	162	434	5	656
Transport charge increase from £3.50 to £5	29	246	157	209	15	656
Transport charge increase from £5 to £10	15	65	193	367	16	656



Overall Summary

Questionnaires were posted (with prepaid envelopes) out to a total of 2930 customers. Of these 606 were returned, representing a response of 20.7%.

In addition there were a small number of responses from an Easy Read questionnaire (34) in the day centres and the internet available through the Councils website (16).

In total the 656 combined returns have been included in the report tables and graphs.

The combined response above shows that overall 80% of all respondents do not favour any proposed changes. Only 20% favour the proposed changes.

Summary Response

Proposed Changes	Against	For	Against %	For %
Day Care increase from £4.47 to £15	542	106	83.6%	16.4%
Day Care increase from £15 to £30	596	55	91.6%	8.4%
Transport charge increase from £3.50 to £5	366	275	57.1%	42.9%
Transport charge increase from £5 to £10	560	80	87.5%	12.5%
	2,064	516	80.0%	20.0%

Please note the above for against analysis table does not include any blank responses to the questions.

DAY CARE AND TRANSPORT CONSULTATION ABOUT YOU ANALYSIS

On the 'About You' section of the survey respondents were asked 'Please tick which of the following options best describes you', hence some replies included multiple answers.

Based on the information below, the replies indicate that 42% (282) of respondents were in receipt of Adult Social Care Services.

This increases to 82.5% (549) when also taking into account the respondents completing the survey on behalf of those in receipt of Adult Social Care.

The table below includes the multiple answers split into the original options and also below that, the original pivot table extract.

About You	Count of Number
I am currently in receipt of Adult Social Care Services	282
I am a friend or family member of someone who uses Adult Social Care Services	163
I am a carer for someone who uses Adult Social Care Services	88
I am both a carer for someone who uses Adult Social Care Services and I receive care services myself	4
I am a voluntary organisation or advocate group for Adult Social Care Customers	1
I am a private sector service provider	1
I am a Rotherham Resident	87
I am a court appointed deputy or Power of Attorney for a user of Adult Social Care Services	12
Other	8
(blank)	19
Total	665

Appendix B

ROTHERHAM METROPOLITAN BOROUGH COUNCIL

Table 1: Non Residential Services - Impact on existing customers (updated October 2016)

Table 1	Current Clients within each charge band		Impact of Day Care Charge to £15		Impact of Day Care charge to £30	
Charge Band	Current %	Client Numbers	Current %	Client Numbers	Current %	Client Numbers
£200 +	1.23	36	1.23	36	1.23	36
£150 – £199	1.23	36	1.23	36	1.23	36
£100 - £149	2.26	66	2.26	66	2.26	66
£50 - £99	10.60	310	10.60	310	10.84	317
£25 - £49	9.50	278	10.08	295	10.18	298
£10 - £24	10.08	295	10.22	299	9.88	289
< £10	8.85	259	8.13	238	8.13	238
Nil	56.25	1646	56.25	1646	56.25	1646
Total	100.00	2926	100.00	2926	100.00	2926

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Under the Equality Act 2010 Protected characteristics are age, disability, gender, gender identity, race, religion or belief, sexuality, civil partnerships and marriage, pregnancy and maternity.	
Name of policy, service or function. If a policy, list any associated policies:	Review of charges for Day Care and Transport
Name of service and Directorate	Adult Services Adult Care and Housing Directorate
Lead manager	Mark Scarrott
Date of Equality Analysis (EA)	17 October 2016
Names of those involved in the EA (Should include at least two other people)	Gillian Buckley
Aim/Scope To consult on the proposed increase in charges for the provision of Day Care and Transport for Adult Care with the aim of moving towards recovering the full cost of providing the service(s).	
What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics? A report to Commissioners in March 2016 on the review of non-residential care charges highlighted that charges for day care and transport to and from a day centre were heavily subsidised and low when compared with our nearest neighbours. Proposals were therefore put forward to Members to consult with customers for a phased increase. Day Care charges are subject to a financial assessment and currently 56% of customers do not pay towards the cost of their service. However, the charge for transport is a flat rate charge paid by all customers. Information is available in the Adult Care Charging Policy on how we charge for these services. All customers receive an annual review of their care plan and this will include a financial assessment regarding the ability to pay towards the cost of the services they receive. A customers' income will not be reduced below the basic level of Income Support or the Guarantee Credit of Pension Credit plus a further allowance of 25%.	
Engagement undertaken with customers. (date and group(s) consulted and key findings)	A Consultation commenced on 28 July 2016 and ended on 28 September 2016. All current customers and carers (2934) received a letter explaining the proposals together with a questionnaire to complete including a pre-paid envelope. The questionnaire was

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

	also made available to the general public on the Council's Website. The key findings from the consultation were as follows: <u>Increase the day care charge from £4.47 to £15 per session from 1 January 2017:</u> - 56% strongly disagreed - 27% disagreed - 14% agreed - 2% strongly agreed - 1% did not respond <u>Increase the day care charge to £30 from 1 October 2017:</u> - 66% strongly disagreed - 25% disagreed - 6% agreed - 2% strongly agreed - 1% did not respond <u>Increase the transport charge from £3.50 to £5 per return journey</u> - 32% strongly disagreed - 24% disagreed - 38% agreed - 4% strongly agreed - 2% did not respond <u>Increase the transport charge from £5 to £10 per return journey</u> - 56% strongly disagreed - 29% disagreed - 10% agreed - 2% strongly agreed - 3% did not respond Overall, 80% of responses disagreed with the proposed increases in charges.
Engagement undertaken with staff about the implications on customers (date and group(s) consulted and key findings)	Adult Care Managers, Members and Financial Assessment staff have been informed of the proposals and the consultation process.

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

The Analysis
How do you think the Policy/Service meets the needs of different communities and groups? Protected characteristics of age, disability, gender, gender identity, race, religion or belief, sexuality, Civil Partnerships and Marriage, Pregnancy and Maternity. Rotherham also includes Carers as a specific group. Other areas to note are Financial Inclusion, Fuel Poverty, and other social economic factors. This list is not exhaustive. The provision of day care including transport to and from a day centre meets the assessed care needs of vulnerable adults both older people and people with disabilities. At present the income received from charges does not recover the full cost of providing the service and therefore charges to customers are significantly subsidised. Following a review of these charges which included benchmarking against our comparator authorities the proposal to increase charges for day care and transport were discussed in a report to Commissioners in March 2016. Currently, 56% of customers do not pay towards the cost of their day care service after undertaking a financial assessment. The proposed increases would affect 38 customers out of the current 2934 who receive a non-residential care service. Currently only 2 customers pay the maximum charge of £417 per week and 144 (4.9%) pay above £100 per week. This will not change if any of the proposals are approved. In respect of charges for transport as this is not subject to a financial assessment as it is part of everyone's normal living expenses, any increase would be payable by everyone who uses the service.
Analysis of the actual or likely effect of the Policy or Service: Further analysis of the outcome of the consultation is included within the report to the Commissioners in November before a final decision is made on whether to increase the charges. Does your Policy/Service present any problems or barriers to communities or Group? Identify by protected characteristics Does the Service/Policy provide any improvements/remove barriers? Identify by protected characteristics No – current service provision is being reviewed and alternatives developed to improve outcomes for customers. What affect will the Policy/Service have on community relations? Identify by protected characteristics The majority of customers have expressed their concern at the proposed increases during the consultation process. The decision to increase charges may also lead to adverse media interest.

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Please list any **actions and targets** by Protected Characteristic that need to be taken as a consequence of this assessment and ensure that they are added into your service plan.

Website Key Findings Summary: To meet legislative requirements a summary of the Equality Analysis needs to be completed and published.

Equality Analysis Action Plan

Time Period July 2016 – October 2017

Manager: Mark Scarrott

Service Area: Finance

Tel: 01709 822007

Day Care and Transport Charges:

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic.

List all the Actions and Equality Targets identified

Action/Target		State Protected Characteristics (A,D,RE,RoB,G,GI O, SO, PM,CPM, C or All)*	Target date (MM/YY)
Report to Commissioners with outcome of the consultation process		A,C,D	October 2016
Publish Outcome of the Consultation on the Council's website			November 2016
Implement decision of Commissioners			November 2016
Name of Director who approved Plan	Anne Marie Lubanski	Date 27 October 2017	

*A = Age, C= Carers D= Disability, G = Gender, GI Gender Identity, O= other groups, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage.

Website Summary – Please complete for publishing on our website and append to any reports to Elected Members, SLT or Directorate Management Teams

Completed equality analysis	Key findings	Future actions
Directorate: Function, policy or proposal name: Function or policy status: (new, changing or existing) Name of lead officer completing the assessment: Date of assessment:		

Public Report
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title:-

Consultation on the modernisation of the Learning Disability Offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism

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

Yes

Strategic Director Approving Submission of the Report

Anne Marie Lubanski, Strategic Director of Adult Care and Housing

Report Author(s)

Janine Moorcroft Head of Service, Independent Living and Support

Ward(s) Affected

All

Summary:

The Council wishes to consult with a range of stakeholders regarding the future Learning Disability offer to develop an approach that allows people to exercise choice and maintain control of their lives. The national context in relation to Adult Care and the future of service provision for adults with a Learning Disability is reflected in three key initiatives:-

- Care Act, 2014
- Shaping the Future of Care Together, 2015
- Transforming Care for people with Learning Disabilities, 2015

Such initiatives confirm the commitment to personalisation and shaping responses to individual circumstances, enabling people to exercise choice and maintain control over their own lives whilst promoting efficiency and value for money in the use of shrinking resources. The challenge at both national and local level is to develop robust, sustainable support which promotes prevention and early intervention.

Further to the approval of the report 'Implementing a strategic approach to the commissioning and delivery of Learning Disability Services' in May 2016 and Learning Disabilities - Shaping the Future Cabinet Report on 10th October 2016, this report further builds on the outlined direction of travel and sets out the subsequent next steps and recommendations for consideration. The report recognises that this has to be a 3 year improvement and transformation journey to ensure that the approach is planned and implemented in a safe and equitable way across the whole of the borough.

The proposal is to offer people accommodation and support which will promote independence and choice and enable them to live the life that they choose with the support when they actually need it. The approach will be based on the fundamental principle of a 'life journey' from transition through to adulthood, supporting people with a Learning Disability to access services which are personalised and which capture the needs and wishes based on person centred planning by social care practitioners.

In real terms this will mean that people will have access to enablement services to ensure that independence is the primary driver and outcome, which will include employment opportunities, leisure and a real choice as to where and how they live. There will be a focus on excellent advice and information and the delivery of improved outcomes for people in more cost effective ways with an emphasis on what people can do rather than what they are unable to do. This is described as a strength based approach. This will mean having a modern offer that meets people's needs and does not just rely on traditional building based care.

This new 'offer' means that the current traditional in-house services need to be incrementally modernised and transformed. The current building based offer of day care, respite and residential care restricts the independence, choice and control of current customers and it is costly, although it is still recognised that such care remains appropriate in the short to medium term for a small cohort of people with extremely complex needs. This is not sustainable, is not cost effective and does not offer a safe solution for adults with a Learning Disability and their carers.

The proposed new service 'offer' has to be supported by proactive and innovative commissioning and this is outlined in the Cabinet Report of the 10th October 2016, which will shape the future service to ensure that there is a choice for people to access their support for community support in a different way. The proposed commissioning approach will ensure that the market responds to the needs of individuals now and in the future. This will be co-produced with people with a Learning Disability to facilitate the shaping of the market and in so doing inform the quality of support and the management of risk.

Recommendations:

1. That approval be given to commence consultation on the reconfiguration of the Learning Disability services including options for the future of in-house services.
2. That a further report be submitted on the outcome of the consultation with recommendations of the new Learning Disability offer.

List of Appendices

Appendix A - Equality Analysis Form

Background Papers:

Learning Disabilities - Shaping the Future of Care Together, 2015

Transforming Care for people with Learning Disabilities, 2015

The Care Act, 2014

Consideration by any other Council Committee, Scrutiny or Advisory Panel:

Yes

Council Approval Required:

Yes

Exempt from the Press and Public:

No.

Title:- The modernisation of the Learning Disability Offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism

1. Recommendations

- 1.1 That approval be given to commence consultation on the reconfiguration of the Learning Disability services including options for the future of in-house services.
- 1.2 That a further report be submitted on the outcome of the consultation with recommendations of the new Learning Disability offer.

2. Background

- 2.1 A key driver of the localised strategic approach to the provision of support for adults with a Learning Disability is the national context which has a focus on transforming care and support based on personalised support, early intervention and enabling people to access support at the point in which they need to do so. The key principles of this national context are reflected in the Care Act 2014, Shaping the Future and Transforming Care. In addition to the driver for transformational change there is the financial context of shrinking resources and increasing demand which is both a national and local challenge.
- 2.2 The Care Act 2014 requires people to be assessed as individuals and for their needs to be determined in terms of their personal 'wellbeing'. The Act focuses on looking at people's strengths, what they can do and what outcomes they want to achieve, which is described as a strength based approach. It anticipates that most individuals can lead full lives focussing on prevention and timely advice and information. This will require a huge practice and cultural shift locally to which the Council has to respond.
- 2.3 In Rotherham we have a higher rate of people with a Learning Disability per 100 population at 382.3 compared to a regional rate of 327.8 and our neighbouring authorities of Barnsley with 294.8 and Doncaster at 200.8. Rotherham also has significant cohorts for example, 220 people aged 18 – 30 years and 180 people aged 51-64 years. This therefore requires consideration of how to transform our services to meet the aspirations of individuals and their families, but also acknowledges that need for time to build confidence, trust and the wider market of services within local communities over the next three year period for a wide ranging need and expectation.
- 2.4 The journey to look at alternative options from traditional based services began in April 2015, and more significant work undertaken following the report to Cabinet in May 2016, which included alternatives to traditional care and developing community assets. The work to date has achieved the following:-
 - Development of Community Link Workers to assist with market shaping.
 - Co-production of the new social care offer with service users and carers.
 - Care Act compliant assessments.

- A variety of commissioned resources to support the development of community assets, such as, community connectors and Disabled Go.
 - Transformation of Copeland Day Care Centre from a traditional building based service to one focussed on a personalised approach.
- 2.5 In spite of such progress the current offer in Rotherham still does not fully promote independence and is reliant on traditional services rather than personalised community services. There will be a need to shift current practice to one that is enabling and empowering with a particular focus on strengthening transition planning by working closely with individuals and their families to support them to be resilient, independent and fully integrated citizens of their communities.
- 2.6 It is proposed to adopt an approach that enables people to transform their lives from one where they either live in and use specialist services or live in the community, but are not part of it, into living as part of the community, mainly using services open to everyone, with access to specialist targeted services when needed. The individual needs of people will be met in the least restrictive settings as possible, formulated on robust positive risk assessments based on the recognition that people live in their communities safely and often have better outcomes for their health and wellbeing.
- 2.7 The learning from the work to date will inform the approach for good practice and the type of services individuals want in Rotherham. The use of funding for independent organisations such as ‘Speak Up’ will support and constructively challenge the Council approach and will have a significant impact upon shaping new ways of delivering care and support when necessary. The Council has already commissioned an organisation called Community Catalysts for a three year period to assist in the development of micro enterprises which provide individuals with a wider choice of support.
- 2.8 In the future we want people to have access to enablement services to ensure that independence is our first focus to provide good outcomes, which will include employment opportunities, leisure and a real choice as to where and how they live. This will mean having a modern offer that meets people’s needs and does not just rely on traditional building based care.
- 2.9 Learning Disability Day Services

There are currently three building based day services – Oaks Day Centre, Addison Day Centre and Reach Day Centre - with two additional outreach buildings. The review will also consider the usage of Charnwood Day Centre, as currently it supports both people with learning disabilities and older people.

The service offer at Charnwood Day Centre in Swinton has already been remodelled. It currently provides a service Monday to Friday for 80 customers (older people and older people with learning disabilities). Assessments have commenced and customers have chosen alternatives ways to meet their needs. This process will continue and the Community Link Workers are working together with customers and social workers to identify gaps and create new community opportunities.

2.10 Oaks Learning Disability Centre

Oaks Day Centre is a large Learning Disability day service based within Wath which operates Monday to Friday between the hours of 8.30 am – 4.30 pm. On average there are approximately 80 customers in attendance per day from a total of 120. The majority of these customers access adult services in-house transport as they do not live locally. 50% of customers also reside in a residential or supported living setting. The service provides primarily building based activities with some outreach work into the community. Customers who have been receiving this service for a long time and have not been accessing independent opportunities will need support to identify what type of activities they would like to undertake in the future.

2.11 Addison Day Centre

Addison is a large Learning Disability day service based within Maltby which operates Monday to Friday between the hours of 8.30 am – 4.30 am. On average there are approximately 90 customers attending per day from a total of 130. The service primarily provides building based activities. The site also includes ADPRO which is the Learning Disability supported employment base. Most customers use in-house transport to access their day provision.

2.12 Reach Day Centre

Reach Day Centre situated in Herringthorpe provides support for 23 customers per day. Maple Avenue is in Maltby and this is an extension to Reach in an additional building that supports a further 23 customers. There are currently 53 people receiving a service across the week. They are open Monday – Friday 8.00 am – 4.00 pm. 90% of the customers live with their parents and 80% use social care transport. The customers attending Reach Day Centre have complex needs and in the majority of cases need a higher level of support.

2.13 All of the services above would impact directly on adult services transport arrangements. Approximately £270,000 per year is spent on taxi fares for people with learning disabilities, as well as the use of Community Transport and In-house transport services which would need to be addressed as part of the changes. It is important that any new offer embeds as much independence as possible, such as the inclusion of travel training where possible.

2.14 Learning Disability Respite

The Council has two in-house traditional respite services. Treefields in Wingfield and Quarry Hill in the Wath area.

Both services offer respite care to people with a Learning Disability. Treefields has a 91% occupancy rate. Quarry Hill has an 88% occupancy rate. There are six bedrooms in each establishment. It should be noted that neither service can accommodate people who use a wheelchair as the buildings are not accessible. This support is provided by external providers.

2.15 Learning Disability Residential

Parkhill Lodge in Maltby is a 22 bed Learning Disability residential unit. The rationale to include this building in the review is because it will support the programme to deliver personalised outcomes for customers. A detailed analysis would need to be undertaken once all the strength based reassessments have taken place to look at the overall financial impact of individual assessments. This would also be predicated on market availability at reasonable cost. This area is interdependent with the commissioning strategy for people with a Learning Disability.

3. Key Issues

3.1 In order to deliver the vision outlined above, immediate action needs to be considered in a number of areas:

- The overuse of traditional models of care with a large number of people living in care homes, and sometimes having to live away from Rotherham to receive services; currently 24 people in receipt of 24 hour care live out of the borough. All customers will need to have an assessment to determine if their current placement is best meeting their needs at a reasonable cost. Support plans will need to be clear on the expected outcomes for individuals and a step down approach to alternative accommodation, where appropriate, put in place.
- The high use of traditional day centres and poor access to mainstream social activities with few work opportunities. It should be noted that it is unusual for a local authority to provide more than three days a week day care for people with high complex needs.
- The use of one type of respite care model that does not give choice. Giving customers more flexibility with how to spend their personal budgets gives them greater choice and control. This type of service will be known as short breaks in the future and linked to a carer's assessment.
- The use of inflexible modes of transport that create over-dependence and do not take advantage of an individual's skills. Assessments to identify travel needs will be important to support customers to enhance skills and travel safely, where it is appropriate to do so.
- The current Shared Lives Scheme has shown good outcomes and a piece of work has recently been commissioned to analyse quality and customer outcomes. This will enable the development of an expansion plan which will allow the scheme to offer day support and short breaks on a larger scale to a wider group of people based on the Carers' needs.
- The connection between services for children and adults with learning disabilities needs to be strengthened to ensure continuity in meeting needs. A transitions team has now been established and joint work is taking place with CYPS / Education and Health to implement a new approach.
- Ensuring a joint approach to commissioning services across health and social care has been introduced to reduce duplication, confusion and cross-agency issues.
- Strengthening the connection between services for children and adults.

4 Options considered and recommended proposal

- 4.1 Agree to commence consultation on the reconfiguration of the Learning Disability services including options for the future of in-house services.
- 4.2 To receive a further report on the outcome of the consultation on the options for the future of the service.
- 4.3 The current service model is not affordable and does not deliver the best possible outcomes for customers. Resources do not allow for the Council to adopt a 'do nothing' approach to the Learning Disability offer. Through consultation we want to seek solutions from customers and carers about alternative ways to meet eligible need which will increase people's control, choice and independence.

5 Consultation

- 5.1 Consultation must be undertaken because the Council wants to continue to hear people's views, as well as complying with its duty to act fairly. There are a number of principles to be followed to ensure that consultation is lawful. The consultation must:

- be undertaken at a time when the proposals are still at a formative stage
- include sufficient reasons for particular proposals
- to allow those consulted to give informed consideration and an intelligent response; give adequate time for consultees to formulate a viewpoint
- provide advocacy as required

- 5.2 The Council has been engaging with customers, carers, voluntary sector and local communities for sixteen months. Speak Up have been asked to work closely on transition mapping and change programme pathway for customers. The Community Opportunities Programme has begun as an initial phase.

The Council will be consulting with a range of stakeholders, including young people, people with learning disabilities and those in transition, family carers and providers.

- 5.3 Consultation will take place with trade union representatives and staff about this transformation programme.

6 Timetable and Accountability for Implementing this Decision

- 6.1 A period of 60 days consultation is proposed as reasonable in this matter due to the communications requirements. The standard 42 days consultation period would not be sufficient as the Christmas holiday period will fall during this time.
- Consultation will commence from the 14th November 2016. For information: there have been engagements already started including the Together for Change events.
 - A range of methods will be used for the consultation, including using Speak Up to assist.
 - The consultation will end on the 16th January 2017.

7. Financial and Procurement Implications

- 7.1 The Learning Disability Service spends £21.5 million on the provision of services to meet the care needs for 780 people. This is not sustainable, is not cost effective and does not offer a safe solution for adults with a Learning Disability and their carers.
- 7.2 These proposals in respect of the re-provision of residential, day care and respite care are included in the Adult Services Development Programme. The proposals also form part of the Medium Term Financial Strategy which includes savings of £1.720 million over three years based on the reconfiguration of Learning Disability services, moving away from traditional building based in-house provision to more personalised and independent services. In order to meet these approved budget savings approval is required to enable extensive consultation to commence as soon as possible.

8. Legal Implications

- 8.1 Adequate consultation must be conducted and the outcomes properly considered before any substantive decision to implement any proposal is made to mitigate the risk of legal challenge.
- 8.2 Full assessments of customer and carer needs should be undertaken to avoid inappropriate care and support packages being offered.

9. Human Resources Implications

- 9.1 Developing a new offer may result in a reduction in staffing and we would ensure that we use the Council policies and procedures to support Council staff wherever possible to find suitable alternative employment. However, the range of proposals above, if all were to proceed are likely to result in some compulsory redundancies as it is unlikely that redeployment opportunities would be able to accommodate all of the staff.

Some Council staff have taken the opportunity to start their own businesses and Social enterprise and we will continue to support and guide staff.

Each proposal will need more detailed work undertaken. The assessment of the potential costs of redundancy and pension contributions will need to be considered.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The development of a range of high quality sustainable opportunities for future customers who may transition from children's services will help these young people to maintain their skills and have choice and control over where they live and how they spend their time. There will be far more choice that will meet a variety of needs which can be bought by the customer directly. Young people will choose to have a personal budget in the form of a direct payment and be able to decide how to spend this flexibly. Services will be local to where people live and customers will become fully integrated within their local communities.

11 Equalities and Human Rights Implications

- 11.1 The Equality Analysis form is attached (Appendix A). Following the decision and within the consultation period there will be a need to work on more detailed individual forms that relate directly to each specific area. There will be work with customers to co-produce an Equality Analysis for each decision made.

12. Implications for Partners and Other Directorates

- 12.1 Key partners and stakeholders will be engaged with as part of the consultation process.

13. Risks and Mitigation

- 13.1 Risk of not agreeing to the recommendations will mean the aspirations and outcomes for customers will not be achieved.
- 13.2 Risk of not agreeing to the recommendations will mean saving targets will not be met.
- 13.3 Young people coming through transition will have limited choice.
- 13.4 Despite the amount of ongoing engagement with parents and carers, it is acknowledged that the decisions to be taken will not be favourable. Some customers could be affected by one or more of the recommendations.
- 13.5 There is a possibility of legal challenge and negative media attention. Therefore consultation and following due processes in a transparent manner, engaging with customers will be fundamental and underpin all activity. All individuals will have an individual reassessment of need in a strength based way as outlined in the Care Act 2014. The Council will also engage with staff on their views on a new way of working as their experiences will be important to the overall options. This is not a statutory consultation with staff as no decision has been made regarding the future of services.
- 13.6 There is an increased risk of formal complaints.

- 13.7 Market development as part of Shaping the Future Strategy will be required to deliver the alternative solutions with the proposed decommissioning as outlined within the report.

14. Accountable Officer(s)

Anne Marie Lubanski, Strategic Director of Adult Care and Housing
Janine Moorcroft, Head of Service, Adult Care Services (Provider)

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:- Judith Badger

Director of Legal Services:- Dermot Pearson

Head of Procurement (if appropriate):-

Name and Job Title.

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

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

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Under the Equality Act 2010 Protected characteristics are age, disability, gender, gender identity, race, religion or belief, sexuality, civil partnerships and marriage, pregnancy and maternity.	
Name of policy, service or function. If a policy, list any associated policies	Consultation on the Modernisation of the Learning Disability offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism
Name of Service and Directorate	Adult Social Care and Housing
Lead Manager	Nathan Atkinson– Assistant Director Strategic Commissioning
Date of Equality Analysis (EA)	26 October 2016
Names of those involved in the EA (Should include at least two other people)	Jayne Cowan – Project Manager Nathan Atkinson – Assistant Director, Strategic Commissioning Janine Moorcroft – Head of Service, Provider and Change Zaidah Ahmed – Equality Officer Anne Marie Lubanski – Strategic Director of Adult Care and Housing Scott Clayton – Interim Performance Manager Sam Newton – Assistant Director, Adult Care Odette Stringwell – Human Resources Partner Zafar Salem – Community Engagement Manager Gemma Parkinson - Adult Care and Housing Communications Account Manager
Aim/Scope The aim of this Equality Analysis is to ensure that current and future customers, stakeholders and residents of Rotherham have been considered when developing the future of Learning Disability services. The purpose is to ensure that everyone's protected characteristics are considered. The report sets out the direction of travel for people with a Learning Disability. It is intended to bring service provision in line with best practice and enable people to, not only be part of their local communities, but to give them more choice and control on where they live and how they spend their time. It is intended through the modernisation that customers have greater expectations for themselves. In response communities are able to contribute towards solutions including developing micro enterprises to meet identified need for people with Learning Disabilities. It should be noted that there is currently a	

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cohort of customers receiving traditional services, but that if any of the recommendations in the report are agreed it may affect young people who may come into Adult services, customers that the Council does not know of yet (including some people from BME communities), carers and families, external providers, partners and staff.

The potential changes to the future delivery of services could also impact on the whole community.

- 267 Users of Day Care and Respite services may be impacted if current building based services close.
- 170 people who are in 24 hour residential care placements may, in some instances, see a reduction in support and in some cases, a possible move to a supported living environment following re-assessment.
- People with a Learning Disability from BME communities are under-represented in existing services. 25 (3%) out of a cohort of 780 people with a Learning Disability are from a BME community, despite BME people making up 8.1% of the Rotherham population. New service models must consider their needs and ensure inclusivity.
- Young people coming through transition will be able to access a range of opportunities to meet their needs that are within their local communities and give them choice and control over where to live and how to spend their time. 93 young people aged 16-18 are currently in the transition cohort. Please see link to JSNA for children and young people
http://www.rotherham.gov.uk/jsna/info/23/people/55/children_and_young_people/
- The type and frequency of transport provision could have a considerable impact on customers who use the existing social care provision.

There is still some work to be undertaken to understand the demographics around carers. However, initial analysis on carers data currently held indicates that there are 451 carers of people with a Learning Disability. The average age of the carers is 64 and the potential changes to services will directly impact on them. This needs to be considered in terms of expectations on carers and the support required through the modernisation process.

There are a significant number of people with a Learning Disability without carers or family support – circa 150 people. They will require independent advocacy in some instances in order to make informed decisions.

Significant work is being undertaken to develop new services. The Council will need to ensure that there is accessible information readily available containing a range of different services that customers can choose from to meet their eligible needs. Every customer will have a Care Act 2014 Compliant Assessment and where appropriate a Mental Capacity Assessment. They will then work with a Social Worker to develop their care and support plan. Under the Care Act the Council has a responsibility to ensure anyone with an assessed need has their need met. However, this may not be in a traditional service. All customers will be offered the choice of a personal budget to buy their care directly.

The Council is working with a range of organisations to look at developing many different types of support to meet a variety of needs. Where a customer has been reliant on social care transport and is not eligible for this service moving forward, the Council will work with

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the customer to increase their skills in travelling independently.

All customers, where appropriate, will have a transition plan to support them to move from one service to another. Following the Cabinet and Commissioner's Decision Making Meeting on 14th November, and subject to approval of recommendations, the Council will embark on a formal 60 day consultation with all stakeholders.

What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics?

Attached:

- Learning Disability Cohort information as of October 2016
- Timeline of engagement events to date
- Together for Change report
- 26 May 2016 Cabinet and Commissioner's Decision Making Meeting Report – Implementing a Strategic Approach to a Commissioning and Delivery of Learning Disability Services.
- 10 October 2016 Cabinet and Commissioner's Decision Making Meeting - Shaping the Future Report
- 10 October 2016 Cabinet and Commissioner's Decision Making Meeting - Development of a Rotherham All Age Autism Strategy
- Learning Disability Market Position Statement
- Community Opportunity Pathway Programme (Terms of Reference/ Scope Document)

The Cabinet and Commissioners Report of 14th November 2016 - Consultation on the Modernisation of the Learning Disabilities' Offer and the Future of in-House Services for Adults with a Learning Disability and/or Autism will be published on the 27th October 2016. A series of engagement events are scheduled for the 26th & 27th October for the relevant Council Service Managers, Customers, Parents and Carers. The purpose of the events is to outline the principles and key content of the report and to encourage active participation in the modernisation process.

If the recommendations contained within the report are endorsed, formal consultation will begin on 14th November and will run for 60 days recognising the Christmas holiday period. The consultation will end on 16th January 2017. A formal end of consultation report will be produced and the findings will inform the content and strategic direction of a further Cabinet and Commissioner's Decision Making report scheduled for 13th March 2017.

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The Council will produce a timeline of consultation activity and events that will enable the receipt of the views of a wide range of people.

The Council will ensure consultation with existing customers, potential customers, carers and the wider community takes place.

The Consultation

- Ask people how they want to be consulted
- Use a range of methods and access channels to suit the needs of the individuals
- Consider the timing of meetings to ensure caring responsibilities have been taken into account
- Speak Up to support the consultation process.
- Conduct face to face meetings in accessible buildings across the borough
- Use email and written letters to communicate with people who cannot access the face to face meetings, including in easy read formats where required
- Create a Frequently asked Questions with responses on the Council's website
- Regular feedback
- Information produced in a variety of formats as necessary including easy read documents
- Use questionnaires to obtain people's views

Engagement undertaken with customers. (date and group(s) consulted and key findings)	Engagement evidence to be completed during the consultation period.
Engagement undertaken with staff about the implications on service users (date and group(s) consulted and key findings)	There have been a number of events held with Council staff over the last 18 months to involve them in the plans to change the way services are delivered. If the decision is made by Commissioners on the 14th November to consult with customers, the outcome of the consultation will determine the recommendations for the 13th March 2017 Cabinet and Commissioner's Decision Making Meeting report. The content of the report will determine the need to enter into formal consultation with relevant Council staff.
The Analysis	
How do you think the Policy/Service meets the needs of different communities and groups? Protected characteristics of age, disability, gender, gender identity, race, religion or belief, sexuality, Civil Partnerships and Marriage, Pregnancy and Maternity. Rotherham also includes Carers as a specific group. Other areas to note are Financial Inclusion, Fuel	

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Poverty, and other social economic factors.

Traditional services have been delivered from buildings across the borough for many years. Some customers will have been accessing the same services for all of their adult life. Potential closures or reconfiguration of services may bring fear and anxiety and a perception that something is being taken away from people. There is little evidence to show that the current services maintain and develop people's skills. In some cases the traditional models may lead towards a degree of dependency and reliance on services.

- Over the past 18 months there have been a range of briefings, engagement events, newsletters, visits and meetings to discuss the need to change the way services are provided.
- National evidence from a range of sources shows that moving towards locally based service provision will increase choice and control to customers.
- A number of external partners are working with the Council to support the journey towards less formal, restrictive services.
- Speak Up will provide self and peer Advocacy for people who need it.
- Absolute Advocacy will support individuals through the re-assessment process.
- Community Catalysts are working with the Council to develop micro enterprises in the community and will support the access to existing assets within the local area and across the borough.
- Shared Lives will be also supported by Community Catalysts to develop recruitment strategies to encourage more people to become carers and therefore expand the service.
- The Council has employed three Community Link workers to develop alternatives to traditional care across the borough. The role involves working with communities and the voluntary sector to co-produce and co-design new services or provide opportunities for customers to access existing services previously unknown to the Council.
- The approach to assessments has radically changed since the implementation of the Care Act 2014. The Council is committed to strength based assessments and is undergoing a workforce development programme. The emphasis of which is to support customers to maintain their wellbeing and identify their eligible need and find alternative ways to meet these.
- There has been considerable work undertaken during October 2016 to understand the cohort of 780 people with a Learning Disability who are in receipt of a service funded by the Council. This includes age, gender, ethnicity and carer data.
- Co-production moving forward with customers and their carers will ensure that a more diverse solution that better meets the current and future needs of carers can be sought
- More locally and community based solutions will assist in integrating all communities.

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Analysis of the actual or likely effect of the Policy or Service:

Does your Policy/Service present any problems or barriers to communities or Group?

Does the Service/Policy provide any improvements/remove barriers?

The 14th November Cabinet and Commissioners' Decision Making report contains a recommendation to formally consult with people with a Learning Disability and /or Autism. The Council has developed a Consultation Plan and the outcomes of the consultation will be recorded in a report on conclusion of the process.

People with Learning Disability and /or Autism currently using existing services may not fully understand the changes that are being suggested due to barriers with communication. The Council will need to make every effort to ensure the consultation is as accessible as possible. This may include producing information in a range of formats and Speak Up will assist with engagement.

People with Learning Disabilities and/ or Autism may have differing views to their family members and the Council will need to ensure that all stakeholders can have their say in their own right.

What affect will the Policy/Service have on community relations?

- It is likely that the media coverage will be negative. The Communications Team will provide timely press releases.
- A Communication and Engagement Plan has been developed
- As part of the consultation, local residents will be proactively invited to contribute to the consultation process

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Equality Analysis Action Plan

Time Period: October 2016 – November 2016

Manager: Nathan Atkinson

Service Area: Adult Care and Housing

Tel: 01709 822270

Consultation on the Modernisation of the Learning Disability Offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism

Action/Target	State Protected Characteristics (A,D,RE,RoB,G,GI O, SO, PM,CPM, C or All)*	Target date (MM/YY)
Engagement – Journey so far	A, C, D, G, GI, RE, RoB, SO, CPM, PM.	November 2016
Engagement and Communications Strategy	A, C, D, G, GI, RE, RoB, SO, CPM, PM.	November 2016
Formal consultation	A, C, D, G, GI, RE, RoB, SO, CPM, PM.	January 2017
Community Catalysts, Speak Up and Absolute Advocacy	A, C, D, G, GI, RE, RoB, SO, CPM, PM.	January 2017
Community Opportunities Pathway Programme	A, C, D, G, GI, RE, RoB, SO, CPM, PM.	September 2019

Name of Director who approved Plan	Anne Marie Lubanski	Date: 26 October 2016	

*A = Age, C= Carers D= Disability, G = Gender, GI Gender Identity, O= other groups, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage.

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Website Summary – Please complete for publishing on our website and append to any reports to Elected Members, SLT or Directorate Management Teams

Completed equality analysis	Key findings	Future actions
Directorate: Function, policy or proposal name: Function or policy status (new, changing, existing): Name of lead officer completing the assessment: Date of assessment:		

Public Report
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title

September Financial Monitoring Report 2016/17

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

Yes

Strategic Director Approving Submission of the Report

Judith Badger – Strategic Director of Finance and Customer Services

Report Author(s)

Pete Hudson – Chief Finance Manager, Finance & Customer Services

Email: peter.hudson@rotherham.gov.uk

Ward(s) Affected

All

Executive Summary

This report sets out the financial position at the end of September and is based on actual costs and income for the first six months of the financial year and forecast costs and income for the remaining six months of 2016/17.

The current position shows a forecast revenue overspend of £8.635m after currently identified management actions totalling £3.781m. These management actions are further detailed within recovery plans included as Appendix 2 to this report, and will enable the Council to meet the current forecast outturn position. They are not however expected to further reduce the current forecast overspend, for this to happen additional management actions/recovery plans will need to be explored and developed to further reduce the projected overspend within Children & Young People's Services and Adult Care & Housing; and additionally to further improve the balanced or forecast underspend position within the remaining Directorates.

This forecast overspend is set against a backdrop of the Council successfully delivering savings of £117m over the last five years and having to save a further £21m in 2016/17. The majority of the approved budget savings for 2016/17 are being achieved, the main exception being the £1 million saving from the review of staff terms and conditions of employment agreed by Full Council in March which will not now be delivered in the expected timescales in 2016/17. Further work is in train to bring forward options for consideration in due course as there is a further £1m to be achieved within 2017/18 (£2m full year effect).

The key pressures contributing to the current forecast overspend are:

- The continuing service demand and agency staffing cost pressures for safeguarding vulnerable children across the Borough and the strengthening of Social Work and management capacity; and
- Demand pressures for Direct Payments and Managed Accounts, Residential and Domiciliary Care across all Adult client groups.

All Directorates continue to identify and implement additional management actions to further mitigate the forecast overspend and to tightly control spend until the end of March 2017. A further report will be submitted to Cabinet in December updating on the progress made to address the specific pressures in the demand-led services and to accelerate the Council's improvement activity in order to bring spending further in line with budget as soon as possible.

There are a number of investment proposals outlined with the MTFS update report (elsewhere on this agenda), which subject to their approval, will help to ensure that the current year forecast outturn position can be delivered. Due to the timing of their approval, and time taken to implement, they are expected to have a limited impact on improving the current in year position. Although they are not expected to reduce the current forecast overspend any further for 2016/17, they will enable significant savings to be achieved from 2017/18.

There is also a significant forecast overspend (£4.830m) on the Dedicated Schools Grant (DSG) High Needs Block. This is a forecast increase of £3.8m in a six month period. Whilst this doesn't affect the Council's bottom line directly it is imperative that a recovery strategy is developed in order to address this position. This recovery strategy has now been produced and is detailed within this report.

In response to reduced Government funding, the Council needs to reduce its net spending by around £42m over the next 3 years with at least £13m of that falling in 2017/18. Should the current level of overspending continue or additional budget be required for any parts of the Council, the required overall budget reduction next year will be higher to that effect and would have to be identified from the remaining Council services. Whilst the Council holds sufficient reserves to accommodate unexpected events they are not sufficient to support ongoing service overspending. Therefore, if overspending were to continue at this level, urgent and drastic action could become necessary which would inevitably impact directly on the citizens of Rotherham.

Appendix 1 to this report shows the detailed reasons for forecast under and over spends by Directorate after management actions which have/are already being implemented.

The Capital Programme is currently on target to deliver within the approved budget for 2016/17.

Revenue Report Recommendations

That Cabinet:

- Notes the current forecast overspend after management actions of £8.635m for 2016/17. (Paragraph 3.1)
- Endorses the need for additional management actions to be urgently developed, agreed and implemented and for these to be documented in future Cabinet Financial Monitoring Reports.
- Require that Directorate management actions to mitigate forecast overspends are clearly and comprehensively documented, including an evaluation of the likely financial impact of these actions (quality assured by Finance Business Partners), and a detailed implementation plan is produced which is regularly reviewed by each Directorate Leadership Team.
- Note the Recovery Plans included within this report that provide a summary of the current proposed management actions, and performance against those actions currently used to help mitigate the forecast overspend
- Recommend any additional actions which could be implemented to help manage down the current forecast overspend.
- Note and approve the recovery strategy for the forecast overspend on the Dedicated Schools Grant High Needs Block. (Paragraph 3.15)
- Note that this report should be considered in conjunction with the Medium Term Financial Strategy (MTFS) update report elsewhere on this agenda.
- Note and approve Appendix 3 which details the budget savings approved by the Council in March 2016 that are now to be delivered by other means.

Capital Report Recommendations

That Cabinet:

- Notes the current forecast outturn position on the approved Capital Programme for 2016/17 and 2017-2021. (Sections 3.57 to 3.73 and Appendix 4)
- That the following projects be supported for inclusion in the Approved Capital Programme 2016/17.
 - **Area Assembly – Neighbourhood Investment - £140,000** (already approved 'in principle' by Council on 2nd March 2016).
 - **Swinton Civic Hall Refurbishment - £44,868**
 - **Replacement of Damaged Waste Bins - £150,775**
 - **Capitalisation of Cleansing Equipment - £40,000**
 - **Capitalisation of GIS Transport Software - £25,000**
- That Council be recommended to include the above schemes in the Approved Capital Programme.

- That Council be recommended to approve the changes to budgets identified in Appendix 6 for projects which are already included in the Approved Capital Programme.

List of Appendices Included

Appendix 1 – Detailed Directorate analysis of revenue forecast under and overspends

Appendix 2 – Recovery Plans (Mitigating Actions to reduce forecast overspends in CYPS and Adult Care)

Appendix 3 – Budget Savings to be delivered by alternate means to those approved in March 2016

Appendix 4 – Capital Budget Report Summary

Appendix 5 - Summary of key variances to the Capital Programme by Directorate

Appendix 6 - Summary of Budget Variations seeking Cabinet approval 2016/17 to 2020/21

Background Papers

Revenue Budget and Council Tax Setting Report for 2016/17 to Council 2nd March 2016

Capital Programme Budget Setting Report - 2016/17 TO 2020/21 to Council on 2nd March 2016

July 2016/17 Financial Monitoring Report to Cabinet – 12th September 2016
Consultation with Strategic Directors

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Yes – Overview and Scrutiny Management Board – 18 November 2016

Council Approval Required

No

Exempt from the Press and Public

No

1. Recommendations

That Cabinet:

- 1.1 Notes the current forecast overspend after management actions of £8.635m for 2016/17. (Paragraph 3.1)
- 1.2 Endorses the need for additional management actions to be urgently developed, agreed and implemented and for these to be documented in future Cabinet Financial Monitoring Reports.
- 1.3 Require that Directorate management actions to mitigate forecast overspends are clearly and comprehensively documented, including an evaluation of the likely financial impact of these actions (quality assured by Finance Business Partners), and a detailed implementation plan is produced which is regularly reviewed by each Directorate Leadership Team.
- 1.4 Note the Recovery Plans included within this report that provide a summary of the current proposed management actions, and performance against those actions currently used to help mitigate the forecast overspend
- 1.5 Recommend any additional actions which could be implemented to help manage down the current forecast overspend.
- 1.6 Note and approve the recovery strategy for the forecast overspend on the Dedicated Schools Grant High Needs Block.(Paragraph 3.15)
- 1.7 Note that this report should be considered in conjunction with the Medium Term Financial Strategy (MTFS) update report elsewhere on this agenda.
- 1.8 Note and approve Appendix 3 which details the budget savings approved by the Council in March 2016 that are now to be delivered by other means.

Capital Report Recommendations

That Cabinet:

- Notes the current forecast outturn position on the approved Capital Programme for 2016/17 and 2017-2021. (Sections 3.57 to 3.73 and Appendix 4)
- 1.9 That the following projects be supported for inclusion in the Approved Capital Programme 2016/17.
 - Area Assembly – Neighbourhood Investment - £140,000 (already approved 'in principle' by Council on 2nd March 2016).
 - Swinton Civic Hall Refurbishment - £44,868
 - Replacement of Damaged Waste Bins - £150,775
 - Capitalisation of Cleansing Equipment - £40,000
 - Capitalisation of GIS Transport Software - £25,000
 - 1.10 That Council be recommended to include the above schemes in the Approved Capital Programme.

- 1.11 That Council be recommended to approve the changes to budgets identified in Appendix 6 for projects which are already included in the Approved Capital Programme.

2. Background

- 2.1 As part of its performance and control framework the Council is required to produce regular reports for the Strategic Leadership Team and Cabinet to keep them informed of financial performance on a timely basis such that where necessary, actions can be agreed and implemented to bring spend in line with the approved budget for the financial year.
- 2.2 Delivery of the Council's Revenue Budget and Medium Term Financial Strategy within the parameters agreed at the start of the current financial year is essential if the objectives of the Council's Policy Agenda are to be achieved. Financial performance is a key element within the assessment of the Council's overall performance framework.
- 2.3 The MTFS Update report (elsewhere on this agenda) should be read in conjunction with this report. Subject to the report recommendations being approved, they will provide Adult Care services with the scope to engage additional short term resource to help ensure delivery of the approved savings for 2016/17 and 2017/18 and any further savings which may be required from the 2017/18 budget setting process.
- 2.4 From the September budget monitoring cycle monthly scrutiny and challenge meetings have been implemented. These involve each Directorate Management Team and the relevant Cabinet Members discussing and considering with the Cabinet Member for Finance and the Assistant Director of Finance their forecast outturn position for the year and what additional actions need to be implemented to significantly mitigate the forecast overspend. The value of any agreed actions are quantified and reflected in the reported forecast outturn position.

3. Key Issues

- 3.1 Table 1 below shows the summary forecast revenue outturn position by Directorate. The table shows the forecast outturn position both before and after any management actions which have already been quantified and implemented. As Directorates agree further management actions to mitigate forecast overspends this will be incorporated within future budget monitoring reports. A more detailed analysis of the Directorate's forecast under and overspends is included in Appendix 1.

Table 1: September Cumulative - Forecast Revenue Outturn 2016/17

Directorate / Service	Annual Budget 2016/17	Forecast Outturn 2016/17	Forecast Variance (over (+) / under (-) spend) BEFORE management actions	Forecast Variance (over (+) / under (-) spend) AFTER management actions
	£'000	£'000	£'000	£'000
Children & Young People's Services	56,468	65,324	+9,713	+7,848
Adult Care & Housing	67,927	72,950	+5,023	+3,107
Regeneration & Environment Services	46,357	45,932	-425	-425
Finance & Customer Services	12,065	12,065	0	0
Assistant Chief Executive	5,381	5,381	0	0
Capital Financing, Levies and Central Services	11,323	9,428	-1,895	-1,895
TOTAL	199,521	211,080	+12,416	+8,635
Public Health (Specific Grant)	17,157	17,157	0	0
Dedicated Schools Grant (Non Delegated)	20,440	25,270	+4,830	+4,830
Housing Revenue Account (HRA)	83,584	79,872	-3,712	-3,712

The following sections (paragraphs 3.2 to 3.49) provide key reasons for the forecast level of annual revenue under or overspend within Directorates. More detailed information is included in Appendix 1.

Children & Young People's Directorate (+£7.848m forecast overspend)

- 3.2 The September revenue full year forecast is £7.848m over budget. This is a £1.061m increase in the forecast overspend since the August report to SLT for the following reasons:

- Recruitment of Newly Qualified Social Workers (£0.359m)
(N.B. this cost is subject to a bid, elsewhere on the agenda for investment which would fund this expenditure in full.)
- Additional pressure from Leaving Care Allowances (£0.266m)
- Increase in the number of Looked After Children (£0.150m)
- Additional pressure from Agency staff cover (£0.235m)
- Continuation of the CYPs Resourcing Team for a further six months on an invest to save basis to enable earlier recruitment of permanent staff into established posts, enabling a quicker release of agency staff than would otherwise have been possible (£0.050m).

- 3.3 There are two main areas which are contributing to the Children's Services in-year position. The strain on the placement budget and the pressure on the staffing budget. The current Looked After Children (LAC) budget would support approximately 400 placements, 48 less than Rotherham's total of 448 LAC as at 30th September 2016. There has been a requirement to engage agency social workers and team managers with the necessary experience to reverse poor performance, fill vacancies, and reduce average caseloads to a reasonable level. The staffing budget pressure will gradually reduce as new social care employees are appointed and allocated appropriate caseloads. The main areas within the Directorate that are seeing significant overspends due to these pressures are detailed below.
- 3.4 First Response, which includes Rotherham's Multi-Agency Safeguarding Hub (The MASH), and the Child Sexual Exploitation Team (EVOLVE) are two examples of services that have had to engage temporary staff (£1.004m) with locality social work teams (£1.241m), Safeguarding (£769k) and Social Care Management (£325k) being the other main areas of pressure within the Children's Social Care Service employee budget. These costs represent the additional cost of agency staff over the budget for the approved social care establishment.
- 3.5 The Children in Care Service is projecting an over spend of £3.859m. The adverse movement in the variation is due to additional staffing costs for reasons outlined above, a position accentuated for a time limited period resulting from dual working as recently appointed newly qualified social workers work alongside existing agency staff to ensure the smooth and successful transition of caseloads. There is mounting pressure on the Looked After Children (LAC) placements budget which includes the cost of Independent Fostering Placements, Out of Authority provision and Fostering Allowances. This latest position incorporates the implementation of the new foster carer payment scheme as approved by Cabinet on 12th September which will deliver better outcomes for children in care and will reduce the number of children in more expensive care settings through an 'invest to save' approach. At the end of September the number of LAC in Rotherham was 448, from 427 at 1st April 2016. The forecast to the end of March takes into account the evidence both locally and nationally and brings this figure up to an estimate of 460. If this number continues to increase then there will be a further pressure on social care budgets and a risk that the reported position will worsen before the end of the financial year.

- 3.6 In addition, the number of care proceedings is continuing to rise which means that there is an additional demand for legal work. The Council continues to use external legal counsel to assist with the workload. The in-year pressure on the CYPS Legal budget is £270k.
- 3.7 Expenditure on Leaving Care allowances has doubled over the last two years. This is due to a number of reasons including: a reduction in Supporting People funding; closure of Nelson Street as the building was not fit for purpose - meaning six placements had to be commissioned through other providers at a premium; Staying Put costs exceed the grant support we receive (£71k grant compared with £188 costs due to higher numbers and higher costs of placements); and generally there are more placements at higher costs. Remedial action is being put in place to address the rising costs and includes: reviewing placements to ensure provision is appropriate; providing lower cost accommodation for over 18's through a transitional landlord scheme and in partnership with Housing; and increasing lower cost provision via new providers.
- 3.8 The forecast outturn also includes Complex Needs placements pressure of £364k on the Special Educational Needs and Disabilities (SEND) budget, within Education and Skills, funded from mainstream Council resources and £258k with regard to reduced income assumptions within School Effectiveness.
- 3.9 The Commissioning, Performance and Quality Service are experiencing a £288k pressure due to additional Business Support Staff required to support the social work activity within Children's Social Care.

Recovery Plan (CYPS Revenue Budget)

- 3.10 The service has committed to implementing management actions which will partially mitigate the impact of the pressures reported above and will reduce the forecast overspend by £1.865m to the reported £7.848m. An update to these mitigating actions is presented at Appendix 2, however in brief they include:
- The Residential Homes review is expected to release £750k over 2016/17 to support some of the wider LAC budget pressures;
 - The School Improvement Service (SIS) had been facing a budget pressure of £600k due to the loss of grant funding. This has been mitigated through income generation and some cost reduction where possible without impacting service delivery, reducing the pressure down to £258k;
 - In-year savings in Early Help of £403k from vacancy management and a firm control over non-essential expenditure will contribute to the SIS gap above and to reducing other budget pressures in social care;
 - A spending freeze on the CYPS workforce development budget of £70k is being used to help fund the necessary spend over budget on social care business support;
 - Staffing projections include the forecast release of agency staff before the end of the financial year which will reduce cost by £300k; and

- Other mitigation of cost pressure has resulted in re-profiling expenditure; exploration and use of external funding options; and a directorate wide moratorium on non-essential spend.
- 3.11 The mitigating management actions that have been outlined above are contributing to keeping the budget pressures in the service at the current reported level; and focused across a small number of budget heads. The budgets, Children in Need and Social Care Staffing, and the reasons for the significant cost pressures have been regularly reported in Financial Monitoring reports since the Council entered its improvement phase following Intervention in 2014.
- 3.12 Children's Services has already this year reached its target savings of £1.267m from reductions in residential provision, Early Help, and School Improvement.
- 3.13 Further cost avoidance of £756k has been achieved through successful recruitment to permanent senior management and social worker positions which has enabled the release of interim staff.
- 3.14 A review of funding that we are able to retain for central services from the Dedicated Schools Grant (DSG) has identified £250k of expenditure previously being funded from the Education service revenue budgets that can be transferred to the DSG.
- 3.15 Equally, management actions have started to bear fruit in terms of a reduction in the unit cost for looked after children. Over the last year the unit cost has reduced by £86 per week. This equates to £2.057m over a full year (based on 460 placements). It is evidence that the interventions that have so far been put in place are beginning to have the desired effect from a cost perspective; and that the cost pressure this financial year could have been more severe had these actions not been taken.
- 3.16 Future recovery of the budget position is explained in detail in the Children's Services Sufficiency Strategy, part of the Council's MTFS paper elsewhere on the agenda. In-year actions will continue to be focused on maintaining, and reducing where possible, the current overall position in the context of increasing placement numbers and continued reliance, albeit at a lower number, on a significant number of agency social workers and team managers.

Dedicated Schools Grant (inc Recovery Plan)

- 3.17 The service is also currently forecasting an over spend on its Dedicated Schools Grant (DSG) High Needs Block of £4.830m. At the end of 2015/16 the outturn position showed an overall underspend of £24k on the non-delegated DSG, comprised as follows:
- Early Years Block: £0.430m Underspend
 - Schools Block: £0.598m Underspend
 - High Needs Block: £1.004m Overspend

- 3.18 The Strategic Director of Children and Young People's Service is required to provide a formal recovery strategy and action plan for the forecast overspend on the Dedicated Schools Grant High Needs Block to be brought back to Cabinet.
- 3.19 The current forecast outturn for 2016/17 is estimating a £4.830m over spend:
- Early Years Block: £0.000m Balanced
 - Schools Block: £0.000m Balanced
 - High Needs Block: £4.830m Overspend
- 3.20 The options for dealing with an over spend on the non-delegated DSG are for the Council to fund in full, part or not at all. Given the pressures the Council faces with its own resources it is not proposed that any of the overspend be met by the Council. Any DSG overspend carried forward at year end needs to be funded by schools in the following year or the year after that.
- 3.21 In order to begin to address the significant budget pressure within the High Needs Block it is useful to summarise a brief history. For almost ten years the High Needs Budget had no strategic overview or planning of provision. In summer 2015 a permanent Head of Inclusion was appointed to strategically manage provision for Special Educational Needs and Disability (SEND) and to develop a more robust response to the implementation of the SEND reforms. Since this time the following Departmental actions have been taken, or are in train:
- Restructure and reconfiguration of the presentation of the High Needs Budget to make it operationally understandable to those outside SEND and Schools Forum.
 - Setting of new 2016/17 budget with regard to under/overspends of previous year.
 - Constitution of a High Needs Budget working group chaired by Head of Inclusion with members from Schools Forum; relaunched in October 2016 with the Head of Finance for CYPS added to the membership.
 - External review of Special School funding and setting of new budgets to a consistent and agreed formula.
 - A strategy developed and implemented (including a financial element) to meeting the increasing needs of children and young people with Social Emotional and Mental Health challenges (SEMH Strategy) across Rotherham. This has included a reconfiguration of Pupil Referral Unit provision to address increasing numbers of secondary school exclusions and effect a reduction.
 - A multiagency sufficiency exercise with all SEND stakeholders (including parents, schools, LA education, health, social care, private/voluntary providers) resulting in a clearer picture of what SEND provision exists within Rotherham, where there are gaps, and ideas for development.
 - Completion of a new SEND performance dashboard to aid measuring of success and to identify pressure areas within the system.

- Identification of two major financial pressure areas on the High Needs Budget (out of authority specialist placements and rising exclusions).
 - Identification of joint funding issues between the High Needs Budget and those that sit within Social Care and Health for SEND. Now being addressed through a strategic and operational review in partnership with Health colleagues.
- 3.22 The Rotherham context is further exacerbated due to the high level of SEND, the rapid rise in Education Health and Care (EHC) Plans, and a rise in parental requests for out of authority specialist placements due to rising numbers but lack of more planned provision within Rotherham.
- 3.23 Special Educational Needs and Disability is a key work stream within the Children and Young People's Partnership Improvement Programme. It is through this programme of work that the issues with service provision and delivery – and the associated impact on the High Needs Block – will be addressed. There are ten strands within the SEND Improvement Plan but in particular the success of the following strands will be paramount in the recovery of the High Needs Budget.
- SEND 3: Develop the use of early intervention, targeted provision through a graduated response, personalised approaches and support for 'step down' from high levels of need. Joint commissioning of budgets and resources for children and young people with the most complex needs wherever practicable and advantageous to our service users.
 - SEND 4: Develop fully effective EHC assessments of need, support and planning completed within statutory timescales. Review and reshape the use of the High Needs Block to better meet needs, in partnership with Schools Forum and in line with the new Schools Funding Formula.
 - SEND 6: Review current SEN Support and graduated response practice alongside the continuous development of the Local Offer. Ensure that the local offer of provision is founded on strong partnerships and a well-trained universal workforce across Social Care, Early Years, Schools, Colleges, Police, Health and the Voluntary and Community Sector to identify and meet need in universal settings.
 - SEND 10: Implement the Joint Commissioning Strategy for SEND (Jointly planning and commissioning education, health and care services for complex cases wherever practicable and advantageous to our service users.
- 3.24 This recovery and improvement plan will not be a quick fix to the budget pressure. However closer co-operation and understanding of the issues with partners, particularly schools, will enable the Service in partnership with Finance to bring the High Needs Block back in balance over a two year period – in line with the guidance for dealing with DSG overspending budgets.

Adult Services (+£3.551m forecast overspend) and Housing (-£444k forecast underspend)

- 3.25 The service is currently forecasting an overspend of £5.023m across the two main functions of Adult Care and Housing. This is reduced to £3.107m following mitigating actions agreed by the Directorate Management Team.
- 3.26 Adult Care Services are currently forecasting an overall overspend of £5.467m for 2016/17 before mitigating actions and a forecast overspend of £3.551m after mitigating actions. The main budget pressures continue to be in respect of Direct Payments and Managed Accounts, Residential and Domiciliary care across all client groups.
- 3.27 The main budget pressure within the Directorate continues to be the increased demand for Direct Payments and Managed Accounts (£2.9m). This forecast pressure includes the full year impact in 2016/17 of the 29% increase in clients receiving a Direct Payment in 2015/16. The increase in client base is due to a mixture of demographic pressures and clients moving from a domiciliary care contract. In total this has seen 180 new clients in 2015/16, plus an additional net increase of 64 new clients since April 2016.
- 3.28 A task group established to review Direct Payments is still in place and continues to analyse high cost care packages to ensure they are appropriately aligned to client need and to review the processes and procedures associated with assessment to ensure they are fit for purpose. An action plan is being developed by senior managers to address the ongoing issues, which includes reviewing Managed Accounts and capacity within the service to carry out the reviews. The expected financial impact of this action plan will be reflected in future financial monitoring reports.
- 3.29 There are also pressures on the residential and nursing care budgets across all client groups as a result of an increase in the average cost of placements and lower than forecast 'Continuing Health Care' income contributions against the approved budget (forecast overspend of £1.9m across all client groups). The Assistant Director of Commissioning is providing oversight on the review of Learning Disability high cost placements which is anticipated to make significant savings (£1.380m). As these are quantified they will be reflected in future financial monitoring reports, £165k has been achieved to-date.
- 3.30 There is also a forecast budget pressure of £1m in respect of the provision of Domiciliary Care across all client groups due to an increase in the number of clients (56) and a 4% increase in the number of commissioned and delivered hours plus a recurrent income pressure on fees and charges (£300k).
- 3.31 The above forecast overspends are being partially reduced by projected underspends within Learning Disability Day Care Services and Supported Living provision due to higher than anticipated staff turnover (-£377k).

- 3.32 Neighbourhood services' (Housing) latest forecast is an underspend of -£444k mainly due to the recruitment to staff vacancies being put on hold pending the outcome of a review of the Area Assembly and Community Cohesion services plus additional income from the Furnished Homes scheme.

Recovery Plan

- 3.33 The demand for residential placements is reducing however budget pressures remain due to the increasing cost of care packages. However, the demand for domiciliary care and direct payments is increasing. There are also underlying budget pressures from unachieved budget savings from previous years, for example, Continuing Health Care funding and a reduction in the level of client contributions to services after financial assessment. The attached recovery plan appendix 2, shows the progress towards achieving the management actions that are reducing the forecast overspend within Adult Care and Housing. However in summary they are;
- 3.34 The continued review of out of area and high cost care packages across all services to identify opportunities to reduce costs and rigorously pursue all Continuing Health Care funding applications with the Clinical Commissioning Group. To-date a total of £174k has been achieved against management actions. Monthly Finance and Performance meetings continue to be held with senior managers to review in detail the budget forecasts, monitor demographic pressures and identify further savings opportunities and mitigate the pressures. Further progress continues on the delivery of the Adult Services Development Programme to improve the outcomes for service users and this is largely on track to deliver the 2016/17 approved savings included in the budget setting process.
- 3.35 There are investment proposals within the Medium Term Financial Strategy update that will assist the service in reducing the level of overspend however due to the timeframes for the approval and implementation of these proposals they will have greatest impact upon the new financial year. These investment proposals include additional resource for managing and delivering the major project savings included in the Adult Care Development Plan, and short-term establishment of a Brokerage Team and Direct Payments Team.

Public Health (Forecast balanced outturn)

- 3.36 The forecast outturn is to spend to budget at this stage including a small transfer to the Public Health Reserve. This forecast outturn takes into account the Government's 2016/17 reduction in grant funding which has largely been mitigated through the use of the balance on the Public Health grant reserve.

Regeneration and Environment Services (-£425k forecast underspend)

- 3.37 The Regeneration and Environment Directorate Management Team have reviewed the forecast outturn position following the September monitoring cycle.

- 3.38 The September review has led to an overall reduction in the underspend forecast by £2k to £425k. This reflects the fact that Facilities Services and School Crossing Patrol have been transferred across from CYPS during the monitoring period. This has led to a projected underspend of £165k being transferred to R&E. Offsetting this transferred underspend a number of adverse movements have occurred during the month. These include Home to School Transport, as a result of provision now having been agreed for the new academic year; the new Street Scene Manager costs being factored in from October 2016 which relate to an undelivered savings target. There is also pressure from a reduced underspend on Theatres, as a result of vacant posts being advertised to support the Pantomime production and reduced fee income generation due to a shortfall in the level of capital project work available within Transportation Services for the teams charges to be allocated against.
- 3.39 Detailed information on the key forecast variances that make up the overall underspend of £425k is provided below, however in summary, the main forecast overspends within the Directorate are within Transportation (£172k), Street Scene Services (£166k), Planning and Building Control (£100k), Green Spaces (£99k) and Community Safety and Streetscene, Corporate Accounts (£82k). These forecast overspends are fully mitigated by forecast underspends in other areas such as Facilities Management (-£313k), Safer Neighbourhoods (-£267k), Rotherham Investment and Development Office (RIDO) (-£262k), and Facilities Services (-£138k).
- 3.40 Transportation (+£172k) – There are two main reported pressures within Transportation, £151k in Highways as a result of reduced fee earning work being brought forward, and a pressure of £42k as a result of the use of agency staff for interim management cover.
- 3.41 Street Scene Services (+£166k) – Corporate Transport has a forecast overspend of £203k, principally due to Home to School Transport (+£85k), as a result of the level of provision now agreed for the new academic year and the delayed implementation of savings within the Corporate Transport Unit (+£76k). A review of the Fleet service will commence shortly, this review will provide an opportunity to identify ways to sustainably reduce underlying revenue costs, whilst preserving or improving service levels and quality standards across the Council's fleet service. The review will identify a programme of change that will deliver these objectives.
- 3.42 Planning and Building Control (+£100k) – This is a key recurring pressure on income as it is dependent on major projects coming forward in the Borough, which are largely outside of the Authority's control. Fees from the Gullivers Development and Waverley have been factored into the current forecast.
- 3.43 Facilities Management (-£313k) – This forecast underspend is largely as a result of savings from buildings being vacated and/or sold (-£265k), leading to a reduction in the costs of managing these sites. The service has also managed to reduce the final settlement for the dilapidations works at the former RBT Innovations Centre which has saved a further £42k. This has helped to offset additional costs of £42k in respect of community buildings resulting from the delay to the planned closure programme.

- 3.44 RIDO (-£262k) – The forecast saving has been brought forward by utilising available one-off grants and contributions funding from the Department of Business, Energy and Industrial Strategy (BEIS) to support the service's budget in 2016/17.
- 3.45 Safer Neighbourhoods (-£267k) – Forecast underspend on Community Protection £279k due to the service carrying a number of vacant posts, which are now to be recruited to (recruitment to be completed by January 2017) and additional income generation. This is partially reduced by an overspend (£12k) on essential maintenance and repair costs at Landfill sites.
- 3.46 The current forecast underspend excludes any pressure which may be incurred on the Winter Maintenance budget. This is weather dependent and is highlighted as a risk at this stage. In addition, Libraries and Customer Services have now completed a public consultation exercise to determine future service delivery options. As a result the budgeted savings assumptions have been re-profiled into 2017/18 with the result that there will be a pressure of £213k in 2016/17. This pressure is fully mitigated by forecast underspends across the wider Directorate.
- 3.47 Income assumptions in respect of Rother Valley Country Park (RVCP) have been reviewed following the end of the summer trading period given the largely weather dependent nature of the income generated at the Park. Although favourable weather in July and August has been reflected by a strong performance, it is not sufficient to offset the £120k income target pressure and as a result an overspend of £56k is currently being reported. This will continue to be reviewed on a monthly basis. Again this pressure is fully mitigated by forecast underspends across the wider Directorate.

Finance & Customer Services (forecast balanced outturn)

- 3.48 Overall the Directorate is forecasting to deliver in line with budget. The main pressures relate to the unlikely delivery in 2016/17 of a budget saving relating to sale of data storage space (£50k), legal staff cost pressures (£20k), a forecast overspend on statutory and planning notices (£120k) and unachievable income targets within central and planned print (£71k). These pressures will be mitigated by underspends within Electoral Services (£47k), staffing underspends within Procurement and Internal Audit from vacant posts (£81k), reduced pension charges and training budget underspends (£26k) and an underspend in Revenues and Benefits from vacant posts and maximising flexibility in the use of grant funding (£107k).

Assistant Chief Executive (forecast balanced outturn)

- 3.49 Overall the Directorate is forecasting to deliver a balanced outturn position. The details of the various forecast pressures and savings can be seen within Appendix 1, however the main forecast pressures are from increased staffing costs across the Directorate £103k, loss of traded income from Schools and Academies within the HR & Payroll service £35k, and unfunded subscription and contract costs within Communications and Media £33k.

- 3.50 These pressures are expected to be fully mitigated by staff cost savings within Policy and Partnerships £64k, additional one year funding from Local Government Association (LGA) £29k, reduced costs relating to members including Member Allowances £154k, and management actions agreed across the Directorate to ensure spend is contained within budget for the year.

Corporate & Central Services (Forecast -£1.895m underspend)

- 3.51 The Corporate and Central services forecast now assumes that a £1.895m underspend will be delivered, and will be used to help mitigate the Council's current forecast overspend. Previously a balanced outturn had been assumed. The main reasons for the change are:

- The savings in relation to changes in staff terms & conditions of £1m for 2016/17 will not be sufficiently progressed to deliver the in- year saving. This will need to be considered alongside the further £1m saving required to be delivered in 2017/18.
- The £1m contingency budget for social care (adults and children's) will be used to mitigate the in-year pressures in each of these two Directorates, with Budget virements to be processed in the coming months once an agreed split is reached. It should be noted that this is a 1 year only budget allocation.
- The capital financing budget is forecast to now underspend by £1.4m as a result of the Council being able to reschedule a market loan, changing interest rate forecasts post-Brexit Referenda, and a reduced borrowing need in year.
- Less superannuation payments to the SY Pensions Fund than budgeted creating a forecast saving of £338k this financial year.
- The Council has been informed that the cost of the ITA / Coroners levies will be less than budgeted, and a saving of £244k is forecast.
- The forecasts for the level for Education Support Grant received from the Department for Education are expected to reduce by £373k due to the increased number of schools now expecting to convert to academies by the year end. The grant is scaled back each quarter as further schools convert.

Housing Revenue Account (HRA) – (Forecast -£3.712m underspend)

- 3.52 The Housing Revenue Account is a statutory ring-fenced account that the Council has to maintain in respect of the income and expenditure incurred in relation to its council dwellings and associated assets. The forecast for the HRA is a transfer to reserves of -£3.712m mainly due to delays in the strategic acquisitions programme until 2017/18. There is also a forecast underspend in respect of lower than anticipated HRA capital financing costs (-£180k), a forecast underspend on the provision for bad debts (-£296k) and additional rental income due to more property acquisitions than budgeted plus a reduction in loss of income through void properties (-£350k).

2016/17 Savings to be delivered by other means

- 3.53 The attached Appendix 3 details a number of savings proposals from those approved by the Council in March 2016 that will now be delivered by other means. Where the original savings offered can no longer be achieved, alternative options have been found. Some of these alternatives are recurrent, others are non-recurrent. Cabinet is asked to approve these.

Collection Fund

- 3.54 The Collection Fund is the technical term for the statutory fund into which Council Tax and Business Rates income and costs are accounted for. It is forecast that the budgeted level of Council Tax and Business Rates will both be achieved.

Capital Programme

Background – The Capital Programme 2016/17 – 2020/21

- 3.55 The Council's Capital Strategy and Capital Programme (2016-2021) was approved by Council on the 2nd March 2016. Minute 146 below:
- 3.56 **Resolved:- That the new Capital Strategy, as presented in Appendix A and Capital Programme, as presented in Appendix B (for £279.095m in the period 2016/17 to 2020/21), which will require prudential borrowing of £53.602m to fund non-HRA schemes over the five year period, for which provision has been made in the revenue budget for the associated financing costs, be approved.**
- 3.57 Further updates to the Capital Programme were approved by the Cabinet/Commissioners Decision Making Meeting of the 11th April 2016 in relation to the Housing Investment Programme 2016/17 and the CYPS Capital Programme 2016-2018.
- 3.58 In addition, Cabinet/Commissioners Decision Making Meeting of the 11th July 2016 approved carry forwards totalling £4.363m from 2015/16 into the 2016/17 Capital Programme.

Background – The Capital Programme 2016/17 – 2020/21

- 3.59 The table below shows the current forecast outturn position for the approved Capital Programme (2016-2021) by Directorate. This is showing a forecast underspend of £3.003m in 2016/17, with the re-profiling of the majority of this expenditure into 2017/18. The majority of this underspend / re-profiling of expenditure relates to the Adult Care & Housing Directorate. The three tables below set out the 2016/17 position, the current programme for the period 2017/18 to 2020/21 and the 5 year programme by Directorate respectively. The key reasons for the underspends are identified in the Directorate commentaries below.

Directorate	Current Year (2016/17)		
	Budget	Forecast	Variance
Adult Care & Housing	34,253,761	31,572,946	-2,680,815
Children & Young Peoples Services	8,311,136	8,209,095	-102,041
Finance & Customer Services	2,909,039	2,782,334	-126,705
Regeneration & Environment	15,924,701	15,831,189	-93,512
Total	61,398,637	58,395,564	-3,003,073

Directorate	Future Years (2017/18 to 2020/21)		
	Budget	Forecast	Variance
Adult Care & Housing	36,747,000	39,330,316	2,583,316
Children & Young Peoples Services	9,971,803	10,171,803	200,000
Finance & Customer Services	621,600	621,600	0
Regeneration & Environment	9,875,906	9,969,906	94,000
Total	57,216,309	60,093,625	2,877,316

Directorate	Total (5 Years – 2016/17 to 2020/21)		
	Budget	Forecast	Variance
Adult Care & Housing	71,000,761	70,903,261	-97,500
Children & Young Peoples Serv	18,282,939	18,380,898	97,959
Finance & Customer Services	3,530,639	3,403,934	-126,705
Regeneration & Environment	25,800,607	25,801,095	488
Total	118,614,946	118,489,189	-125,757

- 3.60 Appendix 4 shows the summary Expenditure and Funding information by Directorate.

Adult Care and Housing (ACH) Capital Programme 2016/17 to 2017/18

- 3.61 The key element of the ACH programme is the Annual Housing Investment programme to maintain decency, carry out stock improvements, aids and adaptations and new stock provision, energy efficiency and environmental works to our 21,000 Council homes. These properties currently meet Rotherham decent homes plus standard and we continue to improve access and reduce CO2 emissions.

- 3.62 There have been significant national policy changes since the original Housing Investment Programme was set for 2016-17. These include a rent reduction of 1% per year for the period 2016-17 to 2019-20 and the introduction of a High Value Property Levy. As a result of these changes, there has already been a significant reduction in forecast income to the HRA. The pressures on HRA budgets will increase further once the Council has been informed from government how the High Value Property Levy will be calculated. Based on information published to date this may result in a charge of up to £3.5m per annum.
- 3.63 The policy changes in the Housing and Planning Bill and Welfare Reform Bill, will potentially also increase Right to Buy sales. Although this will generate capital receipts, over the longer term income to the HRA will reduce. This will mean there are fewer resources to invest in Council housing throughout the borough. As a result the Housing Investment Programme for 2016-17 has been reduced to reflect this. Alongside the review of capital costs the Housing Service are also embarking on a review of HRA revenue costs.
- 3.64 The Adult Care and Housing (ACH) Capital Programme 2016/17 forecast outturn is £31.573m, which represents a projected underspend of £2.681m, with a re-profiling of £2.583m of this expenditure into 2017/18. The key reasons for the underspend are detailed in Appendix 6, in particular there is a forecast underspend of £2.498m in respect of the Strategic Acquisitions programme, principally as a result of the fact that although talks are progressing with the landlord regarding the purchase of properties on the Little London estate, Maltby (£1.7m), this spend has been re-profiled into 2017/18. Requests for budget variations are shown in Appendix 6.
- 3.65 In addition, approval is sought for the Area Assembly Neighbourhood Investment Project (£140,000) to be added to the Capital Programme. This was one of the Stage 2 – Agreed in Principle projects that were part of the approved Capital Strategy. Proposals have now been developed for capital spend on public realm works, following consultation within each Area Assembly to identify the key neighbourhood issues that would benefit from small scale capital works.

Children and Young People's Services (CYPS) Capital Programme 2016/17 to 2017/18

- 3.66 The CYPS Capital Team's priorities for the available capital grant funding are;
- Schools to be kept safe, dry and warm for all pupils;
 - Sufficient pupil places for a rising population.
- 3.67 There are two main grant funding streams available, the details of which are below:

- School Condition Allocation is a grant fund that is devolved to local authorities to improve the infrastructure of the school estate in line with the local asset management plans. It places the emphasis on the local authority to prioritise essential building condition work within their school estate; which includes primary schools, secondary schools, special schools, City Learning Centres and Children's Centres. The projects which will benefit from this grant funding over the period are the capital maintenance projects. A budget is allocated each year and the individual school priorities are assessed according to need and the priority of keeping schools safe, dry and warm.
- Basic Need grant funding enables local authorities to provide additional school places to cope with growing numbers. This grant is allocated by the Department for Education (DfE) over 3 years and is in recognition of the unprecedented increase in pupil numbers being experienced by many local authorities.

3.68 The CYPS programme forecast outturn for 2016/17 is £8.209m, which represents a forecast underspend of £102,000. This reflects a re-profiling of expenditure on the Foster Care Adaptations project of £200,000 into 2017/18 and 3 small overspends on projects which are highlighted in Appendix 5. The total forecast planned expenditure over the remaining year of the programme is £10.172m, which represents an increase of £200,000 from the previous budget.

Finance and Customer Services

3.69 The Finance and Customer Services programme 2016/17 forecast outturn is £2.782m, which represents a forecast underspend of £127,000. The total planned expenditure over the remaining year of the programme is £622,000. Projects within this Directorate relate to the Council's ICT and Digital Strategy. The underspend relates to the Liquidlogic system implementation, the budget for which is currently being reviewed as plans progress to achieve go live on the Adult's system. Projects relating to the Council's Internet Firewall Replacement and Network Infrastructure Refresh, approved by the Cabinet and Commissioners Decision making Meeting of the 12th September 2016 will be added to the next monitoring report.

Regeneration and Environment

3.70 The key themes for capital expenditure within the Regeneration and Environment (R&E) Directorate include:

- Investment in Highways infrastructure projects and maintenance. This includes £2m investment in 2016/17 in the Borough's unclassified roads network, as part of a programme to permanently repair 50km of the network, building on the £3m investment in 2015/16 with works being clearly targeted at maximising the improvement to the durability and condition of the network.

- Works focussed on maintaining the operational functionality of Council-owned buildings such as office spaces, schools, markets, libraries and museums. This includes works to CYPs properties (£900,000).

3.71 The R&E forecast programme outturn is £15.831m, which represents an underspend of £94,000. This underspend has been re-profiled into 2017/18. In addition, there are a number of projects, referred to in Appendix 6, for which approval is sought to add them to the Capital Programme.

Funding of the Capital Programme

3.72 The tables below show the current forecast outturn position for the funding of the approved Capital Programme by Directorate; Current Year (2016/17), 2017/18 to 2020/21 and the 5 year period in total. This reflects the forecast underspend of £3.003m in 2016/17, with the re-profiling of the majority of this expenditure into future years. The principal changes are in respect of the timing of RCCOs and Prudential Borrowing, reflecting the re-profiling of the ACH projects.

Funding Stream	Current Year (2016/17)		
	Budget	Forecast	Variance
Grants And Contributions	16,967,883	17,056,342	88,459
Major Repairs Allowance	21,059,352	21,027,579	-31,773
Prudential Borrowing	12,803,181	12,437,227	-365,954
Revenue Contribution	8,159,490	5,465,685	-2,693,805
Usable Capital Receipts	2,408,731	2,408,731	0
Total	61,398,637	58,395,564	-3,003,073

Funding Stream	Future Years (2017/18 to 2020/21)		
	Budget	Forecast	Variance
Grants And Contributions	14,597,276	14,617,276	20,000
Major Repairs Allowance	20,946,000	20,948,452	2,452
Prudential Borrowing	7,592,033	7,866,033	274,000
Revenue Contribution	12,981,000	15,561,864	2,580,864
Usable Capital Receipts	1,100,000	1,100,000	0
Total	57,216,309	60,093,625	2,877,316

Funding Stream	Total 5 Years (2016/17 to 2020/21)		
	Budget	Forecast	Variance
Grants And Contributions	31,565,159	31,673,618	108,459
Major Repairs Allowance	42,005,352	41,976,031	-29,321
Prudential Borrowing	20,395,214	20,303,260	-91,954
Revenue Contribution	21,140,490	21,027,549	-112,941
Usable Capital Receipts	3,508,731	3,508,731	0
Total	118,614,946	118,489,189	-125,757

Pipeline Projects

3.73 The following projects were approved for inclusion in the Capital Programme at the Cabinet and Commissioners' Decision Making Meeting of 10 October 2016.

- Operational Property Investment Programme 2016/17 - £324,000
- Town Centre Regeneration – Acquisition of Forge Island
- Maltby Hall Infants School Demolition - £116,877

3.74 In addition, work has progressed on a number of projects that were included in the Capital Strategy (2016-2021), in particular as part of the Stage 2 – Agreed in Principle projects, for which reports are either on this agenda or will be presented to future Cabinet and Commissioners Decision Making Meetings.

These include :

Stage 1 : Approved Capital Programme

- Delivery of the Holmes Tail Goit Pumping Station

Stage 2 : Agreed in Principle

- Town Centre Regeneration - Riverside Precinct Acquisition
- Bassingthorpe Farm Development - £385,000
- Various Critical Building Condition Works
- Maltby Library Relocation

Stage 3 – Development Pool

- Critical Building Condition Works - Wath Montgomery Square

New Projects

- Upgrading of fluorescent street lighting to LED – Final Phase (Invest to Save Project)

3.75 Work is now progressing on the development of the town centre master plan, which will inform the additional schemes being put forward for consideration in respect of the £17m funding identified for town centre regeneration.

General Fund Capital Receipts Position as at 7th October 2016

- 3.76 The Council is continuing to undertake a comprehensive review of its assets and buildings portfolio with the aim of rationalising both its operational and non-operational asset holdings, which may contribute both to future capital receipts to support the revenue budget, using the new capital receipts flexibilities introduced from the 1st April 2016, the capital programme and generate revenue savings. Within the 2016/17 Revenue Budget, an assumption has been made that Capital Receipts of £2m will be generated in 2016/17, to fund expenditure relating to transforming Council services to generate future revenue efficiency savings. The table below provides the latest estimated General Fund capital receipts position as at 7th October 2016. There are £3.576m of brought forward uncommitted capital resources as at 1st April 2016. In addition, £17.625m of capital receipts were committed to part finance the capital expenditure plans set out in the approved Capital Strategy.

	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£000	£000	£000	£000	£000	£000
Uncommitted	3,576	0	0	0	0	3,576
Completed	590	0	0	0	0	590
Low Risk	1,072	175	0	0	0	1,247
Medium Risk	1,073	240	0	1,575	41	2,929
High Risk	454	1,700	4,280	1,030	0	7,464
Maximum Total Capital Receipts	6,765	2,115	4,280	2,605	41	15,806

- 3.77 As can be seen from the table above, the Council is on track to deliver the required £2m sales in 2016/17. The completed sales in the year to date include land at Rawson Road, (Eastwood), Maltby Craggs Nursery site and 49-53 St. Ann's Road. A major receipt is expected shortly from the sale of Greasbrough Road Depot.

4. Options considered and recommended proposal

- 4.1 With regard to the current forecast revenue overspend, further management actions need to be urgently developed and implemented within all of the Council's Directorates to mitigate the current forecast overspend.

5. Consultation

- 5.1 Budget Managers, Holders and Operators across the Council and the Strategic Leadership Team (SLT). In addition there are now a series of monthly budget challenge meetings taking place to review the forecast positions for each Directorate before they are finalised with the aim of improving the Council's overall forecast position. These involve each Directorate Management Team, the relevant Cabinet Members, the Cabinet Member for Finance and the Assistant Director of Finance

6. Timetable and Accountability for Implementing this Decision

- 6.1 Strategic Directors, Managers and Budget Holders will ensure continued close management and scrutiny of spend for the remainder of the financial year.
- 6.2 Financial Monitoring reports will be taken to Cabinet and Overview and Scrutiny meetings during the year. Planned Cabinet reports are:

12th December 2016

9th January 2017

13th February 2017 (Estimated Outturn)

7. Financial and Procurement Implications

- 7.1 There is currently a projected overspend of £8.6m after management actions and specific financial details and implications are set out within section 3 of this report. The situation is being closely monitored and a programme of budget challenge sessions have been implemented by the Chief Executive in order to ensure that budget holders manage their budgets responsibly and mitigating actions are taken to retrieve the situation. Further direct restrictions on spend are being considered in order to reduce the overspend as much as possible by the end of the financial year. A separate report on this agenda sets out investments proposals which will help to address this overspend position over time and help to reduce the demand cost pressure.
- 7.2 There is already a need to identify £42m of further savings and cost reductions over the next 3 years and the additional investment proposed in the other report on this agenda will increase that in the medium to long term. Recognising the likely need to use reserves to fund some of this in the short term, the Council's current financial (financing) plans are being reviewed to consider a variety of options for re-profiling the current planned use of reserves and to identify any areas of spend that can be properly capitalised in order to reduce the pressure on the revenue budget. There will be choices in this regard all with different implications on the Medium Term Financial Plan and respective annual budget gaps. Proposals will be brought back to Cabinet once there is a decision in relation to the proposed investment on this agenda and when there is a clearer view of likely outturn/financial recovery for the current year. A full review of all financial planning assumptions is also underway in order to enable a clear view of the financial horizon and inform future decisions.

8. Legal Implications

- 8.1 No direct implications.

9. Human Resources Implications

- 9.1 No direct implications.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 No direct implications.

11 Equalities and Human Rights Implications

11.1 No direct implications.

12. Implications for Partners and Other Directorates

12.1 No direct implications. As management actions are developed some of these may impact Partners. Timely and effective communication will therefore be essential in these circumstances.

13. Risks and Mitigation

13.1 At a time of economic difficulty and tight financial constraints, managing spend in line with the Council's Budget is paramount. Careful scrutiny of expenditure and income across all services and close budget monitoring therefore remain a top priority if the Council is to deliver both its annual and medium term financial plans while sustaining its overall financial resilience.

13.2 Any potential further cost of CSE claims over and above that already provided for in the 2015/16 accounts or identified in-year to date is not included in this report.

13.3 Potential pressures on the winter maintenance budget arising from adverse weather are not reflected in this report.

13.4 Although both Council Tax and Business Rates collection levels are on target there is a minimal risk that this could change during the remaining months of the year.

13.5 The Council's 2016/17 Budget included a requirement to fund the first £2m of severance costs from in-year capital receipts. The forecast level of receipts for 2016/17 is circa £3.1m however the confirmed level of capital receipts for the first six months of 2016/17 is £590k, of the remaining £2.510m still to be achieved £2.145m is viewed as being medium or low risk.

13.6 The current forecast outturn position is predicated on the delivery of management actions totalling £3.781m, split across Children & Young People's Services £1.865m and £1.916m within Adult Care & Housing. The recovery plan at Appendix 2 provides an update on current progress made in the delivery of the action plans however it should be noted that any failure to deliver upon these will result in an increased forecast overspend position.

14. Accountable Officer(s)

Pete Hudson – Chief Finance Manager

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:- Judith Badger

Assistant Director of Legal Services:- Dermot Pearson

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

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

Directorate:

Children & Young People's Services

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Evolve (Child Sexual Exploitation)	248		Staffing	Presently vacant posts are being covered via agency & interim staff whose costs are greater than the substantive budgets for these vacant posts.
First Response	756		Staffing	Presently vacant posts are being covered via agency & interim staff whose costs are greater than the substantive budgets for these vacant posts, 689k. There are also overspends on interpretation costs £27k
Locality Social Work Teams	1,241		Staffing, Direct payments	Pressure of using agency staff in the interim period until vacancies are filled is £1.072m. There is also a £169k forecast pressure from demand for Direct Payments from both an increase in number (currently 83 cases) and from clients who have more complex needs. This forecast allows for the recruitment and appointment of the additional newly Qualified Social Workers.
Safeguarding Services	769		Staffing	Presently vacant posts are being covered via agency & interim staff whose costs are greater than the substantive budgets for these vacant posts.
Directorate and Social Care Management	573		Staffing, supplies & services	Staff cost pressure from interim costs, additional temporary recruitment of staff (£325k), additional recruitment costs (£181k) and additional HR recruitment staff (to March) (£86k)
Looked After Children	3,859		Placements, staffing, allowances, supplies & services	Overspend includes £1.082m for Independent Fostering Placements due to the forecast requirement for 150 placements against a budgeted provision of 115. There are pressures on inter-agency adoption fees £201K and £261K on Special Guardianship Orders due to an increase in the number of adoptions and placements with family members. Additionally there are pressures of £549K for Fostering Allowances and £383K Leaving Care Allowances. There is also the pressure of vacant posts being covered by agency and interim staff in the short to medium term whilst permanent positions are filled (£1.383m). The forecast allows for an increase in the number of Looked After Children to 460 by March 2017 and provides for more higher cost 16+ placements.
Legal Costs	270		Legal	Additional demand for legal work from an increasing number of care proceedings (based on 130)
Inclusion Services	364		Placements	Contribution towards 9 Complex Needs placements which are social care related

Directorate:

Children & Young People's Services

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
School Effectiveness	258		Income	Reduced income assumptions as traded activities have not generated sufficient resources to meet budgeted figures
Commissioning, Performance & Quality	288		Staffing, supplies & services	Business Support staffing pressure being addressed through the CYPS Business Support review which it is expected will, into 2017/18, both address the pressure and deliver further savings. Additionally there are forecast pressures from the CSE support contracts costs.
Directorate Wide Costs	196		Staffing, pensions	Forecast staff cost pressure of £176k for interim staff and £20k pension costs (former employees)
Other	34		Various	Various minor overspends across the directorate
Residential Review		-750	Various	Savings expected to achieve in year including the saving from the closure of St Edmunds.
Early Help Localities		-258	Staffing, Supplies & services	Strategic Director has requested in year savings targets to be set against the Children's Centres. Forecast savings due to delays in recruitment & essential spend only on supplies
Total	8,856	-1,008		
Net Under/Overspend	7,848			

Directorate:

Adult Care & Housing

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
<u>Adult Social Care</u>				
Adults General	53		staffing & Income	Forecast staff cost pressure due to extension of employment contract for agency worker to end December 2016 as part of the Adults Development Programme.
<u>Older People</u>				
Independent Residential Care	420		Third Party Payments	Budget pressure due to reduction in Care Act funding (£371k). Although, the overall number of placements are reducing (-70), the average net cost to the Council for nursing care package is increasing for around 200 service users. A shortfall on Continuing Health Care income is being offset by increasing income from charges on property.
Direct Provision residential Care		-30	Supplies & Services	Forecast underspend from efficiencies on non pay budgets
Enabling/Domiciliary Care	1,051		Third Party Payments	Continued increase in average weekly cost of Domiciliary Care due to additional demand (56 users), impact of national living wage plus recurrent budget pressure in respect of income from fees and charges (charges are based on financial assessments and currently 58% of clients do not pay towards the cost of their care).
Assessment & Care Management		-152	Staffing & Income	Non recurrent Health Funding brought forward from 2015/16 & higher than anticipated staff turnover
Direct Payments	1,169		Third Party Payments	Full year impact of 39% increase in clients in 2015/16, reduced by Better Care Funding (£500k). Increase in client base is due to a mixture of demographic pressures and clients moving from a Domiciliary Care Contract, in total this has seen 180 new clients. There has also been an additional net increase of 20 new clients from April (+4%). Reviews being undertaken by a Task Group are resulting in some reductions in individual care packages. Action being taken to review packages & reduce overall costs.
Extra Care/Day Care/Transport		-49	Staffing and Income	Higher than anticipated staff turnover. Forecast includes potential additional Income generated if proposed increase in charges are agreed after consultation (-£35k).
Client Community Support		-31	Staffing	Higher than anticipated staff turnover

Directorate:

Adult Care & Housing

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
<u>Learning Disabilities</u>				
Supported Living		-215	Staffing	Higher than anticipated staff turnover on a number of schemes
Residential Care		-592	Third Party Payments & Income	Includes anticipated outcome of the review of high cost placements. The current forecast underspend is based on actual expenditure and activity for the 1st quarter, less the calculated impact of service review and an increase in the level of Continuing Health Care income recoverable by the service. This is reduced by additional cost of service as savings are implemented and current cost of cover increases. Includes Management Actions of £1.380m.
Day Care		-162	Staffing	Higher than anticipated staff turnover. Service under review as part of Adults Development Programme
Direct Payments		-26	Third Party Payments	Full year impact of 30% increase in clients in 2015/16 offset by further savings as a result of management actions to review managed accounts (£40k). Additional 16 service users since April 2016 (+7%).
Domiciliary Care/ community support		-5	Third Party Payments	Decline in demand for community support plus budget pressure on fees & charges
Assessment & Care Management	96		Third Party Payments	Forecast staff cost pressure from use of agency staff to undertake review of care packages
<u>Mental Health</u>				
Independent Residential Care	463		Third Party Payments	Full year impact of high cost placements in 2015/16, including transfer of cost of a Rotherham resident placement by a Neighbouring Authority and loss of Continuing Health Care funding for another placement. A further 2 placements since April.
Direct Payments	258		Third Party Payments	Full impact of 12% increase in demand in 2015/16 plus loss of one -off funding from Public Health. Includes expected savings as result of reviewing managed accounts (-£68k). Additional 7 service users since April (+5%).
Day Care/Community Support		-19	Staffing & Third Party	Contract Efficiency Savings & Higher than anticipated staff turnover

Directorate:

Adult Care & Housing

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Assessment & Care Management		-118	Staffing	Higher than anticipated staff turnover
<u>Physical & Sensory</u>				
Direct Payments	923		Third Party Payments	Full impact of 10% increase in demand in 2015/16 plus additional increase of 21 clients since April 2016 (+7%). Includes savings as a result of management actions to review managed accounts (£238k).
Independent Residential Care	547		Third Party Payments	Full year impact of significant increase in client numbers in 2015/16 (12 placements, 5 new clients plus loss of Continuing Health Care funding for 7 clients).
Domiciliary Care	7		Third Party Payments	Initially a decrease in client numbers (-7%) but now seeing a steady increase starting to emerge from September, also an increase in the average cost .
Day Care/Equipment/Advice & Information		-116	Third Party Payments/Supplies and Services	Reduction in demand for Independent Day care plus savings from alternative provision of some day care services
<u>Safeguarding</u>		-74	Staffing & income	Higher than anticipated staff turnover & additional income recovery from Court of Protection
<u>Housing Related Support</u>	76		Third Party Payments	Forecast shortfall in achieving 2016/17 budget savings on service contracts, partially offset by other minor variances
<u>Commissioning & Performance</u>	77		Staffing	Forecast pressure from employment of temporary staff in commissioning plus reduction in contribution from HRA.
<u>Housing</u>				
Strategic Housing Investment	10		Staffing	Small forecast overspend due to lower than anticipated staff turnover
Housing Options		-410	Staffing/Income	Delay in recruitment to vacant post plus increase in fee income in respect of Furnished homes scheme
Neighbourhood Partnerships		-44	Staffing	Recruitment to staff vacancies on hold pending review of Area Assembly and Community Cohesion services

Directorate: Adult Care & Housing

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Total	5,150	-2,043		
Net Under/Overspend	3,107			

Directorate:

Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Business Unit				Service Total (£k) overspend
Business Unit		-15	Staffing	A small pressure due to agency costs will be funded by use of some one off monies, as per DMT decision 23/9/16. An earlier DMT decision has been implemented to offer a reduced training programme to contribute towards a balanced position for R&E.
Community Safety & Street Scene				Service Total (£k) overspend
Network Management		-64	Staffing, Supplies and Services & Income	There are currently expected savings from Street Lighting -£66k, a forecast surplus on Parking income -£12k, and staff savings due to vacant posts in Streetworks -£5k, which are reduced to -£64k for the service area, due to an unachievable vacancy factor and other small pressures +£19k. The Street Lighting savings are generated through reduced energy bills following the capital improvement works to the authority's Street Lamps. As in previous years there is a risk that the Winter Service budget will over spend (weather dependant).
Street Scene Services	166		Staffing, Supplies and Services & Income	The service is forecasting and overspend overall due to a pressure of 203k within Corporate Transport Unit due to delayed implementation of the savings proposals (£76k), and Home to School Transport (£85k) due to new term changes in demand. Further requests are being worked through for this service, with a review of service provision to take place shortly. Further pressures within this area are due to unachievable income targets relating to taxi assessments and driver training which were part of the savings targets for 2016/17. The overspend is offset partially by Cleansing and Grounds Services net position, a -£37k underspend from savings on the Community Services group account -£27K as a result of the vacant Grounds Maintenance Manager post, staff savings in Cleansing -£5k and a review of non pay budgets in Grounds Maintenance -£5k.

Directorate:

Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
CSS Corporate Accounts	82		Staffing	Overall forecast £82K overspend on Community Safety & Streetscene Corporate accounts due to the delayed implementation of a staffing restructure in relation to M3 Manager posts and a budget virement to Love My Streets to fund a new co-ordinator post. The swing from last month is as a result of the new Street Scene Manager costs being factored in wef October 2016 and the Love My Streets account (which has a small underspend) moving under the Street Scene - Cleansing Services part of the structure as requested by the Assistant Director of CSS.
Community Safety		-7	Staffing	Overall reporting -£7K underspend on Community Safety, this is due to a budget staff cost saving on a Domestic Violence post being filled wef October (post transferred into RnE this month). Anti-Social Behaviour is showing a forecast +£1K overspend.
Business Regulation	23		Staffing	Staff cost pressures remain in Licensing as a result of the high vacancy factor and the use of agency staff +£98k, with all appointments likely to be completed by December 2016. This pressure is partially mitigated by staff savings within Food, Safety and Animal Health & Safety -£37k, and Trading Standards -£33k. In addition Bereavement Services has a forecast underspend of -£5k due to reduction in the expected spend on essential maintenance at chapels/cemeteries.
Safer Neighbourhoods		-267	Staffing & Supplies and Services	Forecast underspend on Community Protection -145k due to the service carrying a number of vacant posts, approval has now been granted to advertise for these vacancies (recruitment to be completed by January 2017). In addition there is a forecast recovery on income of -92k for selective licensing that was not built into the services budget. Across the services there are a number of non-pay savings -13k.
EP & Health & Safety		-42	Staffing	Forecast saving due to due to vacant posts within Emergency Planning (-£14k) and within Health & Safety (-£28k).
Culture, Sport & Tourism				Service Total (£k) overspend

Directorate:

Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Green Spaces	99		Premises & Income	Rother Valley Country Park (RVCP) income assumptions have been reviewed, there is now a forecast overspend of +£56k, due to unachievable prior year savings and anticipated shortfall on parking income. There are some other small forecast pressures across the wider Green Spaces on repairs +£27k. Small forecast staff cost pressure
Sports Development	1		Staffing	
Leisure Facilities	0	0		Forecast over recovery of income on rechargeable tree works -£12k and reduced staffing costs -£10k. Anticipated income shortfall £6k due to reduced staffing hours.
Trees & Woodlands		-22	Staffing & Income	
Landscape Design	6		Income	The key pressure shown here relates to Libraries savings proposals (EDS 5) the majority of which will now be implemented in 2017/18. This is partially offset by reduced staffing costs mainly due to the new Assistant Director post remaining vacant, together with other vacant posts across management.
General Management	216		Staffing	
Heritage Service		0		Forecast saving due to some vacant posts, which are now being advertised. Forecast saving due to staff savings by not filling of vacant posts, however, a pressure of +£24k would be realised if approval to use the museum reserve is not agreed.
Theatres		-40	Staffing, Supplies and Services & Income	
Museum, Galleries & Archives		-14	Staffing & Supplies and Services	
Tourism	0		Income	

Directorate:

Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Libraries		-133	Staffing & Supplies and Services	Post consultation a review of budgets has yielded an increased forecast underspend, predominantly due to vacancies and a reduced use of relief pay budgets -£45k. In addition the materials fund is forecast to save -82k at this stage in the financial year.
Management		-2	Supplies and Services	Forecast saving on non pay budget following review of budgets
Customer Services		-55	Staffing, Supplies & Services and Income	Net forecast underspend following consultation work -55k. There is now a forecast staff saving of -£16k, and expected additional HRA and DWP funding -£39k.
Planning, Regeneration & Transportation				Service Total (£k) overspend
Estates	29		Staffing & Income	Forecast pressure from reduced capacity for income generation due to a vacant post +£16k, and an increase in the amount of non fee earning jobs undertaken by the team. In addition there are a number of properties projecting and under recovery of income +£13k.
Facilities Management		-313	Premises & Income	Net forecast saving from Land and Property Bank, -£265K underspend due to reduced estate (buildings being vacated and/or sold) this forecast includes -£42K movement from dilapidations provision for Phoenix Riverside/Innovations Centre. Facilities Management Team - £41k underspend (pay vacancies) and Corporate Property Portfolio -£42K underspend. These savings are reduced by a pressure on Community Buildings +£42K from a delay in the planned closure programme and a historic unachievable savings target.

Directorate:

Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Building Design and Corporate Projects	42		Income	This projection is based on known current workload. Until major capital expenditure decisions are made future workload is unpredictable. This is an ongoing long term pressure due to reduced workload and planned and unplanned changes to the team. A Trading Review is underway to assess long term issues regarding traded services.
Corporate Environmental Team	13		Staffing & Supplies and Services	Forecast pressure from a Carbon Reduction payment being +£7k higher than budgeted and a staff cost pressure +£6k.
Children's Capital Team	1		Staffing	Forecast staff cost pressure
Corporate Property Management	4		Staffing	Forecast staff cost pressure
CYPS Property	3		Premises related costs	High levels of reactive maintenance and increased costs of building cleaning offset by savings on closed properties. Any unforeseen reactive works to the year end could increase this overspend.
EDS Property	25		Premises related costs	Currently forecasting an overspend, mainly due to increased costs of building cleaning, and a shortfall on the budget for the RAIN Building.
NAS Property		-30	Premises related costs	Forecast savings due to closure of buildings and savings on utility bills, should mitigate energy savings offered and charged within the corporate landlord portfolio.
Regeneration/Economic Development	19		Income	Small forecast pressure against budget, relating to rental properties across the Town Centre.

Directorate:

Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Managed Workspace (Business Centres)	0		Premises related costs	DMT decision to ensure these budgets are balanced by the financial year end.
Management	4		Staffing	Small variance due to increased costs on Employer Liability Insurance
Markets	0	0		Balanced budget position expected due to pending new contract for Thursday Market and resulting savings.
Planning & Building Control	100		Supplies & Services and Income	£100k pressure anticipated due to reduced Development Control income. Steps being taken across the board to reduce this pressure where possible which has seen a £17k improvement from last month. Budget officers investigating the possibility of capitalising the purchase of the CIL software which could realise a further £25k reduction.
Rotherham Investment & Development Office (RIDO)		-262	Income	DMT Star Chamber (3/8/16) - decision taken to forecast a -£286k saving, by use of -£86k balance sheet monies, funding from Department of Business Innovation and Skills (BIS) -£193k and a small staff saving -7k. This underspend is offset by staff cost pressures, and non-pay pressures.
Transportation	172		Staffing and income	There are two main reported pressures within Transportation, £151k in Highways as a result of reduced fee earning work being brought forward, and a pressure of £42k as a result of the use of agency staff for the interim management cover. These pressures are offset by a saving from a vacant post.
Services Transferred from CYPs during September				
Facilities Services		-138	Staffing and income	Reduced staff costs and additional income generation.
School Crossing Patrol		-27	Staffing	Service making use of relief staff and minimal cover, on a risk assessment basis, rather than recruiting to vacant posts, in anticipation of future years savings.
Total	1,008	-1,432		

Directorate: Regeneration & Environment

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Net Under/Overspend	-425			

Directorate:

Assistant Chief Executive

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Outturn Variance 2016/17		Nature of under/overspend: (e.g.. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Communications and Media	64		Staffing & Supplies & Services	Unfunded Systems & Subscription costs £33k, staff pressures due to maternity leave/contract extension offset by in year vacancies £21k. There is also an under achievement on income from Design studio £10k.
Democratic Services		-86	Staffing, supplies & services, income & Members allowances	Additional staff cost pressure £35k, estimated under achieved Town Hall Catering income £38K. These pressures are offset by savings on members allowances, national insurance/pension payments and projected underspend on room hire/hospitality/travel costs for members -£154k, in addition there is a projected underspend on Town Twinning Events - £5k.
Human Resources (HR) & Payroll - Corporate Services	28		Staffing, supplies & services, income	There are staff pressures of 84k due to interim management arrangements, maternity cover costs, costs relating to Trade Union staff and cost of advertising Head of HR post. There is also a loss of income from schools £35k. However these pressures are offset by forecast additional income on the council's salary sacrifice schemes and recharges on staff advertisement -£91k.
HR & Payroll - Service Centre	5		Staffing, supplies & services, income	Loss of traded income from schools £20K, unachieved income on VAT reclaim from mileage receipts £20K and loss of income due to drop in demand for DBS checks £7k. Pressures on the printing/postages and contracted services budgets £35k. These pressures are partially offset by underspends on salaries due to vacant posts, maternity leave and staff working less than contracted hours -£77k.
Policy and Partnerships		-93	Staffing, income	Staff underspend due to vacant posts -£64K, and use of additional 1 year funding from the Local Government Association (LGA) -£29K.
Directorate Wide	82			Additional forecast staff costs across the Directorate.
Total	179	-179		
Net Under/Overspend	0			

Directorate:

Finance & Customer & Corporate Services

Appendix 1

Budget Monitoring Period: Forecast Outturn as at September 2016

Service	Outturn Variance 2016/17		Nature of under/overspend: (e.g.. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
ICT	50		Supplies and services	Forecast non-delivery of budget saving in respect of sale of capacity in data centre.
Legal Services	20		Staffing	Staff cost pressure
Elections		-47	Staffing & Supplies & Services	Staff cost pressure £16k, projected overspend on postage £9k, offset by underspend on Municipal election due to shared May election -£72k
Statutory Costs	120		Supplies and services	Forecast overspend due to volume of statutory notices/planning notices.
Business Unit	71		Staffing & Income	Forecast staff cost pressure throughout the accounts £9k, plus an unachievable income target relating to Central Print and Planned Print £100k. This is partially offset by a vacant post -31K and underspend against Corporate mail room costs -£7k.
Procurement		-44	Staffing, Supplies & Services & Income	Underspend on salaries due to vacancies within the team less cost of advertising -£64k, additional income relating to System Management Fee -£5k, these underspends are offset by costs associated with service review £25k
Financial Services	0	-26	Staffing, Supplies & Services & Income	Staff cost pressures mitigated by vacancies -£18k and lower than anticipated pension charges (former employees) -£16k. Other supplies & services costs £13k, offset in part by underspend on training budget -£5k.
Revenues & Benefits		-107	Staffing	Forecast underspend due to vacancy control and maximising grant income flexibility across the Directorate
Internal Audit & Insurance		-37	Staffing	Forecast underspend from staff vacancies
Total	261	-261		
Net Under/Overspend	0			

Recovery Plan

This recovery plan sets out management actions that are being implemented in order to achieve the current forecast overspend within Children & Young People's Services £7.848m, and Adult Care & Housing £3.107m. It provides a progress report on each of the management action plans including the value delivered to date, with an indication of the expected level that can be achieved by the end of the financial year. Separately it lists any further proposals that are being reviewed and considered that may enable the forecast overspend to be reduced further.

Children & Young People's Services £7.848m (management actions built into forecast £1.865m)

Management Action Proposal (Included within forecast outturn)	Planned Impact £'000	Progress update	Estimated Impact £'000
The Residential Homes review is expected to release £750k over 2016/17 to support some of the wider LAC budget pressures.	750	Value delivered is the full £750k	750
School Improvement Service (SIS) had been facing a budget pressure of £600k due to the loss of grant funding. This has been mitigated through income generation and some cost reduction where possible without impacting service delivery, reducing the pressure down to £258k	342	Income levels are secure to March 2017.	342
In-year savings in Early Help of £403k from vacancy management and a firm control over non-essential expenditure will contribute to the SIS gap above and to reducing other budget pressures in	403	This is the full year forecast – any recruitment to vacancies due to business need before the end of March 2017 would risk achieving the full £403k.	403

social care			
Spending freeze on the CYPS workforce development budget of £70k is being used to help fund the necessary spend over budget on social care business support	70	Risks include a lack of staff development at a critical time for the service. The decision was linked to an investment bid for consideration in future years, which if not approved could have an adverse impact on this freeze due to the need to provide a minimum training offer.	70
Staffing projections include the forecast release of agency staff before the end of the financial year which will reduce cost by £300k	300	Recruitment to experienced social worker posts has been successful over the summer (6). In addition 22 newly qualified social workers will start work this month which will enable a phased release over the next twelve months of agency staff.	300
Total Value of Management Actions	£1,865		£1,865

Adult Care & Housing £3,107m (management actions built into forecast £1.916m)

Management Action Proposal (Included within forecast outturn)	Planned Impact £'000	Progress update	Estimated Impact £'000
Review of high cost residential placements predominantly within Learning Disability Services. The number of placements and cost is significantly higher when compared with other Councils of similar size and demographics	1,215	To-date the review process has realised £165k savings in respect of reduced cost of care packages. To review out of borough placements in line with national guidance "Better Care Together" and ensure it is still in best interests of individuals and best value. The key driver within the Adult Care Development Programme is to continue to reduce all permanent admissions to residential care including directly from hospital (currently 169 placements). This will involve developing new care models such as additional Supported Living capacity across the borough. Investment into a Brokerage team would enable in year savings in relation to negotiating lower new packages and would assist in negotiations on price with providers in a consistent way.	1,215
Review all service users currently receiving a Managed Account with the offer of receiving a Direct Payment from a provider on the commissioned framework	666	To work actively with customers to move to a classic direct payment and ensure best value.	666
Increase charges for attendance at	35	The proposal is to increase the charges for day care and the provision	35

Council Day Care Services including transport to and from the centre		of transport on a phased basis with the aim of achieving full cost recovery. A consultation with users and carers on the proposals was completed at the end of September and a further report is to be considered by Cabinet in November on the implementation of the proposals. If approved the saving will be achieved in 2016/17.	
Total Value of Management Actions	£1,916		£1,916

In addition to the identified management actions included within the current forecast outturn there are further work streams being reviewed in order to address the remaining forecast overspend. At present these have not been included within the current forecast overspend.

Management Action Proposal (Not presently included in forecast outturn)	Planned Impact £'000	Progress update	Estimated Impact £'000
Strategic Director will be meeting all managers down to Team Manager level, to outline budget position and discuss expectations in managing costs and also to seek their views on what is creating the costs.	0	Date arranged – 10 th of November 2016	
12 high cost cases have been given to the CHC (Social Care) team to reassess where there is an expectation of CHC income. Performance & Quality will be monitoring these cases in relation to process, effort and outcome.	250	A dedicated team within Adult Services has been established to review the awarding of Continuing Health Care Funding (CHC). A Strategic Board and Operational group comprising of officers from RCCG, Children's and Adult Social Care has now been established to review the process and challenge CHC funded packages. This will be reported on next month.	250

Housing are also been advised to assist with the recovery of the forecast overspend including looking at all underspends to impact the bottom line of the ACH directorate	100	Manage budgets and ensure spend only when necessary.	100
Other management actions are being identified and the recovery plan will be updated on a weekly basis			
Total Value of Management Actions	2,266		2,266

Budget Savings being delivered via alternative means to those approved in March 2016

Directorate	Budget Year	Savings Reference	Savings Description	Alternate means of delivery	2016/17 £'000	Recurrent OR Non-recurrent
Regeneration & Environment	2014/15	SP 5	Waste Service - Undertake a fundamental re-design of waste operations	Specific saving not yet achieved - South Yorkshire wide review of waste services and waste strategy currently being undertaken. In addition, undertaking a review of all Waste budgets. Saving will potentially be achieved from savings in the Waste PFI budget.	200	(Proposed action is non-recurrent at this stage. Once the review outcome has been determined the proposed method of delivering this saving from 2017/18 will need to be brought to Cabinet for consideration and approval).
	2014/15	SP 9	Corporate Transport Unit - Increase the expected vehicle life, spreading the acquisition costs	Savings in plant account achieved through a combination of new lease agreements and fuel savings	250	Recurrent
	2014/15	SP 13	Rother Valley Country Park - invest to save proposals including caravan park & associated facilities	Caravan park proposals not yet agreed, so specific saving will not be achieved in 2016/17. On the basis of income to the end of September a residual pressure of £56k is currently forecast. It is proposed that if it is determined that the additional income is not deliverable and on a sustained basis, an alternative basis for delivering the saving will be brought to Cabinet for consideration	120	Non-recurrent

				and approval. Overall, the Directorate is forecasting an underspend as at the end of September of £425k so this pressure is fully mitigated in year.		
	2016/17	EDS 11A	Conversion to an un-manned facility at All Saints Toilets	Report to go to Cabinet 14th November 2016. Overall, the Directorate is forecasting an underspend as at the end of September of £425k so this pressure is fully mitigated in year.	6	
	2016/17	EDS 16B	A Reduction in construction capacity and fee earning staff. This requires an ongoing review alongside the Capital Strategy to ensure capacity exists to deliver the Capital Programme.	Saving not deliverable in full due to the reduction in capital expenditure across the Council impacting on Service income generation. (£42k forecast residual pressure) Overall, the Directorate is forecasting an underspend as at the end of September of £425k so this pressure is fully mitigated in year.	95	
	2016/17	EDS 20G	Revert to an alternate week collection on domestic refuse at Christmas / New Year	Christmas / New Year Collections has been agreed. An additional £11k cost forecast for 2016/17. Overall, the Directorate is forecasting an underspend as at the end of September of £425 so this pressure is fully mitigated in year.	30	
Finance & Customer Services	2016/17	RES 08B	The Council's data centre at Riverside House meets the highest standards of	Options to generate income to be developed. As at the end of	50	Non-recurrent

			security. It was originally configured by the RBT strategic partnership and provided an asset that contains spare capacity which, because of the level of security it provides, is attractive to others requiring space to store their systems. A current review confirms there is a market for secure data facilities, and this proposal is to sell spare capacity that exists within the data centre.	September the Directorate is forecasting a balanced outturn so this pressure is fully mitigated in year.		
Finance & Customer Services	2016/17	RES 08C	This proposal is to reduce overtime costs by carrying out some 'patching' work in normal working hours. Major systems could be excluded, with patching for these still done out of normal working hours.	It is proposed that this saving will now be delivered through the overall service restructure	30	Recurrent
Finance & Customer Services	2016/17	RES 08D	This proposal would replace 24/7 support with extended support during weekdays (e.g. 7am to 7pm Monday to Friday).	It is proposed that this saving will now be delivered through the overall service restructure	15	Recurrent
Assistant Chief Executive	2016/17	RES 18A	Town Hall Catering - End the practice of serving hot lunches at the Town Hall and instead use Riverside House café. Reduce staffing from 6 (3.4 fte) to 3 (1.86 fte). Provision of the lunchtime special to Riverside House café to be provided from an alternative Council catering facility (Facilities Management to determine)	The provision of the lunchtime special at the Riverside House café ceased at the end of August 2016. The practice of serving hot lunches at the Town Hall has not ceased as it remains the only income generating opportunity available to attempt to meet the income target that remains against this budget. The Corporate	55	

				Catering Review will form the basis of how to proceed in respect of the catering service at the town hall. As at the end of September the Directorate is forecasting a balanced outturn so this pressure is fully mitigated in year.		

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Funding:

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Appendix 5**Summary of key variances to the Capital Programme by Directorate****Adult Care and Housing**

Project	2016/17 Budget £000	2016/17 Forecast £000	Variance £000	Comments
Strategic Acquisitions	5,060	2,562	-2,498	A programme of building and purchasing new homes to increase stock numbers. Talks progressing on acquisition of properties at Little London (Maltby). £1.7m Budget to be re-profiled into 2017/18. Unallocated funding of £681k won't be spent in 2016/17 so reprofiled.
Disabled Persons Units (DPU) Bungalows	621	496	-125	Underspend on construction of 4 DPUs at Kimberworth and Thurcroft. Original forecast included payment accrued for in 2015/16.
IHMS (IT System)	353	283	-70	Ongoing implementation of the new integrated Housing Investment Management System. Payment to be made in 2017/18. Budget re-profiled.
Replacement of Central Heating	2,750	2,738	-12	Ongoing programme of Central Heating replacements in order to reduce the revenue burden as a result of increasing repairs to boilers reaching the end of their life. Small underspend forecast.
Furnished Homes	960	994	34	Increase in uptake of new furnished tenancies. Revenue saving by capitalising spend on new furniture and white goods.

Children and Young People's Service

Project	2016/17 Budget £000	2016/17 Forecast £000	Variance £000	Comments
Dalton Listerdale J& I School	0	16	+16	Additional work to the balcony as agreed with the School.
Aston Lodge Replacement Nursery	0	9	+9	Overspend due to an extension of time cost and the dismantling of a canopy.
Badsley Moor Primary Classroom	195	271	+76	Additional works to the dining room, roof and a replacement boiler.
Adaptations – Foster Care	774	574	-200	Works to private properties to increase the Borough capacity for foster care placements. Budget re-profiled into 2017/18.

Finance and Customer Services

Project	2016/17 Budget £000	2016/17 Forecast £000	Variance £000	Comments
Liquid Logic Implementation	1,412	1,285	-127	Implementation of new ICT system to meet key requirements of the Jay report to rectify severe deficiencies within the existing CYPS and Adult Care. Budget currently being reviewed as plans progress to achieve go live on the Adult's system.

Regeneration and Environment

Project	2016/17 Budget £000	2016/17 Forecast £000	Variance £000	Comments
Packman Way, Wath - Playground	20	0	-20	Ground surveys have led to change from the original site. Currently out to consultation. Project re-profiled into 2017/18.
A630 Parkway Widening	474	400	-74	Widening of A630 Parkway from 2 lanes to 3 from Europa Way to junction with M1. Reprofilng of expenditure into 2017/18 as a result of delays in the appointment of consultants

Appendix 6

Summary of Budget Variations seeking Cabinet approval 2016/17 to 2020/21

Project Inclusions for approval:

Adult Care and Housing

Project Name &	2016/17 Budget to be approved £000	Funding	Description	Comment
Area Assembly – Neighbourhood Investment	140	Prudential Borrowing	£20k Capital Pot for each Area Assembly for public realm, etc.	Stage 2 – Capital Strategy Project. Proposals have been developed following consultation within each Area Assembly to identify key neighbourhood issues.

Regeneration and Environment

Project Name &	2016/17 Budget to be approved £000	Funding	Description	Comment
Swinton Civic Hall Refurbishment	45	Prudential Borrowing	Renew dance floor	Stage 2 – Capital Strategy Project. The floor is uneven and represents a trip hazard. Income is received from lettings, so a failure to undertake the works will risk a building closure impacting on income generation.
Replacement of Damaged Waste Bins	151	Prudential Borrowing – Funded by Service	Capitalisation of Waste Bins	Included in Capital Programme in previous years. Capitalisation generates an annual revenue saving.

Street Cleansing Equipment	40	Prudential Borrowing – Funded by Service	Capitalisation to create revenue saving	Part of R&E forecast revenue outturn position. Capitalisation generates an annual revenue saving.
GIS Transport Module	25	Prudential Borrowing – Funded by Service	Capitalisation to create revenue saving	Part of R&E forecast revenue outturn position. Capitalisation generates an annual revenue saving.

Adult Care and Housing

Project Variations to be approved

Project	2016/17 Current Budget £000	Variation £000	2016/17 New Budget £000	Comment
Strategic Acquisitions	5,060	-2,498	2,562	A programme of building and purchasing new homes to increase stock numbers. Budget to be re-profiled into 2017/18. In particular, budget for Little London (£1.7m) re-profiled into 2017/18. Talks are progressing with the landlord, however, original timetable will not be met. Unallocated funding of £681,000 to be re-profiled into 2017/18.
Disabled Persons Units (DPU) Bungalows	621	-125	496	Underspend on construction of 4 DPUs at Kimberworth and Thurcroft. Original forecast included payment accrued for in 2015/16.
IHMS (IT System)	353	-70	283	Ongoing implementation of the new integrated Housing Investment Management System. Payment to be made in 2017/18. Budget re-profiled.

Project	2017/18 Current Budget £000	Variation £000	2017/18 New Budget £000	Comment
Strategic Acquisitions	7,150	+2,498	9,648	A programme of building and purchasing new homes to increase stock numbers. Budget to be re-profiled into 2017/18. In particular, budget for Little London (£1.7m) re-profiled into 2017/18. Talks are progressing with the landlord, however, original timetable will not be met. Unallocated funding of £681,000 to be re-profiled into 2017/18.
IHMS (IT System)	0	+83	83	Ongoing implementation of the new integrated Housing Investment Management System. Payment to be made in 2017/18. Budget re-profiled, with small increase funded by RCCO.

Children and Young People's Service

Project	2016/17 Current Budget £000	Variation £000	2016/17 New Budget £000	Comment
Dalton Listerdale J& I School	0	+16	16	Additional work to balcony as agreed with School. To be funded by grant.
Aston Lodge Replacement Nursery	0	+9	9	Overspend due to an extension of time cost and the dismantling of a canopy. To be funded by grant.
Badsley Moor Primary Classroom	195	+76	271	Additional works to the dining room, roof and a replacement boiler. To be funded by grant.
Adaptations – Foster Care	774	-200	574	Works to private properties to increase the Borough capacity for foster care placements. Budget re-profiled into 2017/18.

Project	2017/18 Current Budget £000	Variation £000	2017/18 New Budget £000	Comment
Adaptations – Foster Care	883	+200	1,083	Works to private properties to increase the Borough capacity for foster care placements. Budget re-profiled into 2017/18.

Regeneration and Environment

Project	2016/17 Current Budget £000	Variation £000	2016/17 New Budget £000	Comment
Packman Way, Wath - Playground	20	-20	0	Provision of new playground. Ground surveys have led to change from the original site. Currently out to consultation. Project re-profiled into 2017/18.
A630 Parkway Widening	474	-74	400	Widening of A630 Parkway from 2 lanes to 3 from Europa Way to junction with M1. Reprofiting of expenditure into 2017/18 as a result of delays in the appointment of consultants.

Project	2017/18 Current Budget £000	Variation £000	2017/18 New Budget £000	Comment
Packman Way, Wath - Playground	0	+20	20	Provision of new playground. Ground surveys have led to change from the original site. Proposed new site currently out to consultation. Project re-profiled into 2017/18.
A630 Parkway Widening	837	+74	911	Widening of A630 Parkway from 2 lanes to 3 from Europa Way to junction with M1. Reprofiting of expenditure into 2017/18 as a result of delays in the appointment of consultants.

Public Report
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title:

Medium Term Financial Strategy (MTFS) Update Report

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

Yes

Strategic Director Approving Submission of the Report

Strategic Director of Finance and Customer Services

Report Author(s)

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Ward(s) Affected

All

Summary

This report sets out proposals for additional investment in respect of Children and Young People's Services, Adult Services and Corporate Support Services over the next 3 to 5 years and the impact on the Council's current Medium Term Financial Plan. The proposed investment over the current financial plan period is summarised below:

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Proposed CYPS Additional Funding – Pressure/Demand	7.848	8.346	10.402	12.458
Proposed CYPS Investment/ (Saving)	0.179	1.331	(1.474)	(4.534)
Proposed Adult Care Investment	0.128	0.481	0.210	0
Proposed Corporate Services Investment	0.301	0.847	1.062	1.062
Total Additional Funding	8.456	11.005	10.200	8.986

The additional resources are requested in order to:

- Provide the funding needed to deliver the Sustainable Children’s Service Strategy detailed in this report;
- Provide capacity to ensure delivery of the Adult Social Care Development Programme; and
- Fund Corporate Support Services both in respect of support for Children’s Services and to address savings assumed in the MTFS which have since been confirmed as undeliverable.

Allocating the additional funding requested will significantly increase the Council’s estimated funding gap in 2017/18 and then start to bring the gap back down over the life of the Medium Term Financial Strategy (MTFS) as shown below. The actual final profile of the Medium Term Financial Strategy will depend on choices to be made as part of the forthcoming Budget and are further explained in section 7 of this report.

It is assumed in the figures below that the funding in the current year will need to be drawn from reserves and that the final value of this will depend on the overall outturn position of the Council as all services across the Council are attempting to reduce the overall overspend. It is assumed in this report that in each of the subsequent years, the gap will be addressed through the budget process and further financial planning considerations. A review of all current planned use of reserves is underway and options will be brought forward for rescheduling this use in order to ensure a balanced budget and financial strategy going forward. However, inevitably there will be more savings to be made across the Council in order to fund these investments and cost pressures.

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Estimated Funding Gap as Reported July 2016 MTFS		13.125	8.659	20.077
Additional funding requested in current year	8.456			
Revised Future Years Funding Gap as a result of this report		24.130	7.854	18.863

Recommendations

Cabinet are asked to:

- a. Note the contents of this report;
- b. Approve the proposed additional resource allocations required by the Children's Services Sustainability Strategy, Adult Social Care and Corporate Support Services as summarised in section 2.6;
- c. Note that the additional funding requirement for the demand cost pressure in Children's Services of £7.848m in 2016/17 will be subject to the final outturn at year end but is likely to require funding from reserves should the current year budget not be brought back in balance;
- d. Approve that the specific investment proposals of £608k in 2016/17, summarised in paragraph 2.6 and detailed throughout the report, be funded in 2016/17 from the Transformation Reserve and for the addition of these items to the MTFS for future years.
- e. Approve that all other corporate earmarked reserves, where there is no formal planned use in the current year, be earmarked for consideration as part of the funding strategy for the proposals in this report and the wider financial strategy as part of budget considerations.
- f. Note the revised Estimated Funding Gap for the period 2017/18 to 2019/20 of £24.130m, £7.854m and £18.863m respectively, outlined in paragraph 2.6 in light of these proposed funding allocations and in advance of any use of reserves.
- g. Approve that tight monitoring and control is implemented in relation to the investments and that the additional budgets are only allocated as the expenditure and investment action is secured and implemented.

List of Appendices Included

- Appendix 1 Children's Services Investment and Savings Proposals.

Background Papers

- RMBC corporate "Fresh Start" Improvement Plan, 26th May 2015
- Revenue Budget Setting Report 2016/17 – Report to Council 2nd March 2016
- Outline Medium Term Financial Strategy 2016-19 to Council 2nd March 2016.
- Report to Cabinet/Commissioners' Decision Making Meeting 11th July 2016
- The Council's Medium Term Financial Strategy 2016/17-2019/20

- Corporate Plan 2016-17
- Report to Cabinet/Commissioners' Decision Making Meeting 14th November 2016 - September Financial Monitoring Report

Consideration by any other Council Committee, Scrutiny or Advisory Panel

As part of the policy-led approach to the Budget and MTFS the Overview and Scrutiny Management Board (OSMB) will continue to have overall responsibility for scrutinising the Annual Budget including the ongoing updating of the MTFS.

Council Approval Required

No

Exempt from the Press and Public

No

Title. Medium Term Financial Strategy (MTFS) Update Report

1. Recommendations

Cabinet are asked to:

- a. Note the contents of this report;
- b. Approve the proposed additional resource allocations required by the Children's Services Sustainability Strategy, Adult Social Care and Corporate Support Services as summarised in section 2.6;
- c. Note that the additional funding requirement for the demand cost pressure in Children's Services of £7.848m in 2016/17 will be subject to the final outturn at year end but is likely to require funding from reserves should the current year budget not be brought back into balance;
- d. Approve that the specific investment proposals of £608k in 2016/17, summarised in paragraph 2.6 and detailed throughout the report, be funded in 2016/17 from the Transformation Reserve and for the addition of these items to the MTFS for future years.
- e. Approve that all other corporate earmarked reserves, where there is no formal planned use in the current year, be earmarked for consideration as part of the funding strategy for the proposals in this report and the wider financial strategy as part of budget considerations.
- f. Note the revised Estimated Funding Gap for the period 2017/18 to 2019/20 of £24.130m, £7.854m and £18.863m respectively, outlined in paragraph 2.6 in light of these proposed funding allocations and in advance of any use of reserves.
- g. Approve that tight monitoring and control is implemented in relation to the investments and that the additional budgets are only allocated as the expenditure and investment action is secured and implemented.

2. Background

The Financial Challenge

- 2.1 Between 2011 and 2016 the Council has had to address a funding gap of £117m, with a further £21m Budget gap being addressed in the current financial year, 2016/17. In July the estimated cumulative Budget Gap for the coming three financial years covered by the Council's Medium Term Financial Strategy (MTFS) was reported to be £41.9m as set out below.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Annual Funding Gap	0	13.125	8.659	20.077

- 2.2 The process of developing the MTFS and the Council's budget is an ongoing one and in July it was indicated that the projections would be subject to continuous review and would be updated as information and intelligence became available and this report is part of this process.
- 2.3 This current report deals with the investment and savings proposals for key services that have been identified in light of 2016/17 Revenue Budget monitoring and ongoing service reviews. The September Budget Monitoring report – which is considered elsewhere on this agenda shows a forecast General Fund overspend for the 2016/17 financial year of £8.635m after management actions. These pressures are largely in respect of Children's Social Care Services and as a result of delay in the implementation of the approved Adult Social Care Development Programme.
- 2.4 Although Children and Young People's Services (CYPS) and Adult Care Services have both committed to implementing management actions which will partially address the impact of their pressures in the current financial year, it is apparent that these Council Services are facing significant and sustained cost pressures driven by rising demand for services, which will need to be resolved over the life of the MTFS. In order to address the existing pressures, to mitigate future growth in demand and to ensure delivery of planned savings, both services have identified the requirement for additional budget allocations over the life of the MTFS beginning in the current financial year.
- 2.5 This report sets out additional proposed funding for these services over the current and following financial years. Further, the report recommends that additional funds be allocated to Corporate support services, predominantly Legal Services in relation to the increased support requirements of Children's Social Care.
- 2.6 The table below summarises the proposed change in funding in the current and next three financial years and the detail in respect of each element of funding is described in section 3 below. These proposals involve additional budget allocations to fund the reconfiguration of services, reducing demand and delivering savings to ensure that the Council's services are sustainable in the medium term.

	2016/17	2017/18	2018/19*	2019/20*
	£m	£m	£m	£m
Estimated Funding Gap as Reported July 2016 MTFS		13.125	8.659	20.077
Proposed CYPS Additional Funding – Pressure/Demand	7.848	8.346	+2.056	+2.056
Proposed CYPS Investment / (Saving)	0.179	1.331	-2.805	-3.060
Proposed Adult Care Investment	0.128	0.481	-0.271	-0.210
Proposed Corporate Services Investment	0.301	0.847	+0.215	0
Additional funding requested in current year	8.456			
Revised Future Years Funding Gap as a result of this report		24.130	7.854	18.863
Anticipated Reserve Funding 2016/17	7.848			
Proposed Transformation Reserve Funding 2016/17	0.608			
Future Recurring Budget Savings Required		24.130	7.854	18.863

* Investment/saving figures shown for 2018/19 and 2019/20 are the increase or decrease on the previous year investment/saving as opposed to the increase/decrease from the 2016/17 position

- 2.7 The proposed additional allocations are frontloaded and will require a budget adjustment of some £8.5m in the current financial year. However, this depends entirely on the final outturn for all services across the Council. It is proposed that the investments totalling £608k be funded from the transformation reserve and drawn down as the investment actions are implemented. The £7.848m demand pressure will require funding at year end from reserves determined once the outturn is known. It is likely at this stage that this will require the use of a combination of reserves currently set aside for other purposes but a final decision on this will be made when the outcome of a number of other issues are known e.g. the triennial valuation of pensions, reviews of capitalisation opportunities and review of business rates risk. It is proposed that all corporate earmarked reserves where there is no formal planned use in the current year be earmarked for consideration as part of the funding strategy for the proposals in this report and as part of the wider budget and financial strategy considerations.
- 2.8 Providing the additional budget resources required would add to the challenges facing the Council in coming years. The funding gap for 2017/18 would be increased over and above the £13m reported to date and would lead to the overall budget challenge over the term of the MTFS rising significantly beyond

the £41.9m already identified. However, the level of pressures being experienced by CYPS and Adult Services mean that action to address them is essential, whilst the Council's overall financial position requires that there will be an essential need to deliver significant ongoing savings.

- 2.9 It should be noted that the resource projections and assumptions underpinning the MTFS have not been revised at this stage, pending the Government's 2016 Autumn Statement (which will be on 23rd November) and the Indicative Local Government Finance Settlement which is expected to follow it. In this the Council will be no different from other authorities, which are also facing uncertainty about levels of government funding, the results of recent consultations, the 2017 Rates Revaluation and the future of the local government finance system.

3. KEY ISSUES

A Sustainability Strategy for Children's Services 2016-2021

- 3.1 This section of the report sets out the budget proposals from 2016/17 through to 2020/21 for Rotherham's Children & Young People's Service (CYPS). A robust financial plan with strong governance is inextricably linked with an effective sustainable Children and Young People's Service.
- 3.2 As part of Rotherham's ambition to be a child-centred borough, children and young people represent one of the most important investments that can be made in order to secure a vibrant, healthy and productive future for Rotherham people for generations to come.
- 3.3 The Outline Medium Term Financial Strategy (MTFS) for Rotherham Council was approved by Council on the 2nd March 2016 and had, as a first priority, the adoption of a plan for sustainable Children's Services. Budget proposals describing how sustainable services might be achieved over a five year term to March 2021 have been developed and are presented in this report. This is reinforced by the refreshed Children and Young People's Service (CYPS) Improvement Plan.
- 3.4 This paper builds on an update provided to Members and Commissioners in July 2016. The robustness of the budget proposals have necessarily been subject to comprehensive review completed by the Practice Partner for Children's Improvement (Lincolnshire County Council). This challenge process has resulted in some mitigation of in-year and future years' budget pressures.
- 3.5 The current forecast outturn position for the CYPS Directorate is for an over spend in the region of £7.848m. This is due to a continuation of the budget pressures which existed throughout 2015/16. As part of the improvement journey and in response to historical failures, there has been a necessity to engage with a significant number of agency staff to fill vacant posts and to secure the right knowledge, skills and leadership whilst permanent recruitment

is undertaken. In addition there is an ongoing pressure on the looked after children placements budget. In June CAFCASS reported the highest number of care applications ever at 1,268 nationally. This reflects an increasing picture of Looked After Children (LAC) numbers at a national level.

- 3.6 In Rotherham there are 460 Looked After Children as at 19th October 2016. If this number continues to increase then there will be further pressure on social care budgets and a risk that the reported position will worsen before the end of the financial year.
- 3.7 Children's Services has already this year reached its target budget savings of £1.267m from reductions in residential provision, Early Help, and School Improvement. Over the last year management intervention has reduced the LAC unit cost by £86 per week. This equates to £2.057m over a full year (based on 460 placements). Further cost avoidance of £756k has been achieved through successful recruitment to permanent senior management and social worker positions, which has released interim staff. In-year mitigation of £1.865m, taken in addition to the actions above, underlines the commitment from the service to control non-essential expenditure.
- 3.8 The in-year budgetary position for Children's Services is challenging and whilst some initiatives have been brought forward to mitigate the national picture of growing looked after children numbers, it is a commitment to the investment outlined in this paper that will enable a pathway to significant cost reduction and a sustainable children's service by the end of 2020/21.
- 3.9 The additional budget proposals for CYPS from 2016/17 to 2020/21 request some immediate funding support and initial investment, starting in 2016/17. Funding new initiatives will start to deliver savings in 2017/18 and over the medium term will bring expenditure within budget whilst continuing to protect the most vulnerable in society.
- 3.10 The full picture of the CYPS directorate pressures, investment, savings and/or cost avoidance from the proposed investment are displayed in Table 1. The savings, or cost avoidance, that will come from the delivery of the proposed investment – the focus of this paper – are shown in Table 2.

Table 1: Budget proposals to achieve a sustainable Children's Service budget

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Net Budget	56.468	55.017	53.717	52.717	52.717
Pressure (Demand/Demographic)	7.848	7.346	8.402	9.458	10.514
Pressure (Reduction in Short Term Reserve)	0.000	1.000	2.000	3.000	3.000
Investment	0.179	3.607	3.716	3.527	3.579
Savings / Cost Avoidance (from Investment)	0.000	(2.276)	(5.190)	(8.061)	(9.601)

Net Forecast	64.495	64.694	62.645	60.641	60.209
Overall Investment / Funding Support	8.027	9.677	8.928	7.924	7.492

Table 2: Investment Bids – Summary of Cost and Benefit

	2016/17	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m	£m
Investment	0.179	3.607	3.716	3.527	3.579
Savings / Cost Avoidance (from Investment)	0.000	(2.276)	(5.190)	(8.061)	(9.601)
Net Investment / Saving	0.179	1.331	(1.474)	(4.534)	(6.022)

- 3.11 Whilst these proposals relate to Children's Social Care there will be wider consideration of other non-social care savings from Children's services as part of the Council's Budget process for 2017/18 to 2019/20.
- 3.12 Detailed analysis and explanation of the current Children's Services budget pressure of £7.848m is available in the latest Budget Monitoring Report elsewhere on the Cabinet Agenda. There are two areas which are responsible for the majority of the Children's Services in-year position. The strain on the Looked After Children (LAC) placement budget and the pressure on the staffing budget.
- 3.13 The current LAC budget would support approximately 400 placements, 60 less than Rotherham's total of 460 LAC. As a result £2.434m of the overall in-year budget pressure is due to the cost and number of placements. There will be further pressure on this budget in future years as £3m short term reserve funding built into the base is removed from 2017/18, £1m per year. These numbers will continue to rise without the transformation proposed. Analysis from the last six months indicates that if recent trends continue in Rotherham, the number of placements could increase by 48 per year.
- 3.14 The investment proposals outlined in this paper seek to address the growing numbers of Looked After Children and change the proportion of placement settings in favour of in-house foster care. Local authority foster care is widely acknowledged as providing the best outcomes for children in care and is the most cost effective setting from a budgetary point of view.
- 3.15 If the budget proposals have the desired effect then over the next four years there will be a net reduction in placements of: 4 in 2017/18; 13 in 2018/19; 22 in 2019/20; and 22 in 2020/21; in total a reduction of 61 placements to 399 by March 2021 from a forecast high of 460 in March 2017. In addition, the proportion of placements with local authority fostering will increase from 43% as of August 2016 to a forecast 62% in March 2021. Together these initiatives are

estimated to reduce projected expenditure, net the cost of investment, on placements by £5.603m in year 5.

- 3.16 The Children's Service response to intervention has meant there has been a requirement to engage agency social workers with the necessary experience to reverse poor performance, fill vacancies, and reduce average caseloads to a reasonable level.
- 3.17 As at the end of September 2016 the Children's Social Care budgeted establishment is 389 (full time equivalent) with 319 permanent employees in post and 81 interim or agency staff in vacant or, temporary posts.
- 3.18 There is a significant in-year pressure of £3.8m due to a reliance on interim and agency staff. The pressure is beginning to reduce and there have already been costs avoided of £756k through the successful recruitment of permanent employees. CYPS investment in a dedicated resourcing team has started to yield positive results through the recruitment of experienced social workers. There is a further £300k of cost reduction built into the current staffing estimates due to anticipated recruitment of more permanent employees, which will release agency staff.
- 3.19 Two of the budget proposals are aimed at reducing the use of agency staff and putting in place a robust and talented permanent workforce through a structured learning and development programme. On average a permanent experienced social worker costs £20k to £25k less per annum than the agency equivalent. Investment in the social care workforce could deliver £825k in cost avoidance. It will reduce staff turnover and increase the quality of social work practice, both of which will lead to further financial benefit in future years.

Key Issues and Practice Improvement Partner Review

- 3.20 With a vision to be 'outstanding' the challenge is enormous. The vision is aspirational and borne out of a promise to shape and provide excellent services.
- 3.21 The need to continue to improve services and outcomes for children and young people is clear and is set out in the Children's Improvement Plan. At the same time the Council is facing large budget reductions and this means that the Council cannot continue to deliver the current model of services. To deliver a sustainable children's service a business model tied into the Council's Outline MTFS must be developed directly related to the improvement journey, to drive out inefficiencies, rethink services and the way we work with families, and improve performance management.
- 3.22 The robustness of the budget proposals have necessarily been subject to scrutiny and a comprehensive review by Rotherham's Practice Improvement Partner Lincolnshire County Council (LCC). The challenge process has

resulted in some mitigation of in-year budget pressures; a review of the original profile and speed of budget reductions; and sharing of practice which has helped to further develop some of the 'invest to save' proposals into the sustainable plans presented in this paper.

3.23 A number of the recommendations from LCC's review of our improvement offer focused on the Dedicated Schools Grant (DSG) and in particular identified a gap in robust financial management of the opportunities and threats posed by recent changes to DSG guidance. The DSG budget falls outside of the remit of this report, however, by recognising the findings from Lincolnshire; the Council has begun work on a strategy to address the current pressure on the High Needs Block.

3.24 The Lincolnshire review identified some areas of expenditure that were funded from the Council's revenue budget, which guidance allowed to be funded from the DSG. As a result costs of up to £250k will be transferred across to the DSG from areas of pressure within the Education and Skills revenue budget.

3.25 The other areas of improvement and recommendations from LCC and subsequent actions taken by Children's Services are:

- Review the traded offer to schools within the School Improvement Service (SIS) – this was already a focus of review for the Education and Skills senior leadership and forms part of the savings being developed as part of the wider work towards Council future year savings.
- Consider the future of the Facilities and Catering Service in CYPS. The service has been transferred to Regeneration and Environment and will be subject to further ongoing review.
- Closer engagement with Public Health to influence how funding is allocated and commissioned to ensure it is focused on common outcomes. A consultation on the future use of the Public Health Grant has recently closed and the findings will shortly be reported.
- Develop a more integrated relationship between the Clinical Commissioning Group (CCG), Looked After Children (LAC) and Special Educational Needs and Disabilities (SEND) teams to ensure that the appropriate level of funding is allocated to LAC and SEND placements. A "One Council" approach with Adult Services is being taken to review current arrangements.
- Ensure close monitoring of agency expenditure to ensure a balanced budget is realised in future years.
- Lincolnshire exercised caution when considering the draft savings forecast, particularly the profile, as in their view they were "highly, highly ambitious". Each of the budget saving proposals have been reviewed and a revised savings profile from 2017/18 into future years applied bearing in mind how advanced the current financial year is and

when investment, to support the initiatives, is likely to be forthcoming. The savings have been subject to robust critique, but remain ambitious due to the size of the cost reduction required; and target a return to operation within budget by 2019/20.

Budget pressures and the need for investment

- 3.26 The cash limited budget for CYPS in 2016/17 is £56m, approved by Council in March 2016. As indicated in the letter from the Commissioner for Children's Social Care to the Secretary of State for Education (February 2016), the budget for 2016/17 is unlikely to meet the forecast demands. This has proven to be the case with a current forecast pressure of £7.848m, before further investment proposed in this paper. The 2016/17 cash limit is underpinned by £3m of reserves which reduces to £2m in 2017/18, £1m in 2018/19, and is removed altogether from 2019/20 onwards.
- 3.27 Significant efforts continue to be made by the CYPS Directorate to effect strong resource management to reduce or minimise the overall cost of services in the immediate term in 2016/17. The majority of this cost pressure is attributable to Looked After Children placements and agency staff to fill necessary vacant social care posts.
- 3.28 By 2020/21 Children's Services must be delivered within a sustainable cost envelope. The Council is committed to the delivery of financially sustainable Children's Services and it is believed that the overall revenue requirement can be reduced significantly. The journey to achieving this is shown in summary in Table 1, and explained in detail below.
- 3.29 The development of the Rotherham Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018 set out the strategic actions to be taken to ensure children and young people on the edge of care are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted. There is a current gap in preventative provision and this budget proposal contains a range of interventions which require investment to provide those support options for the child.
- 3.30 The Looked After Children Peer Review, undertaken in October 2016, highlighted the legacy issues arising from poor social work practice and that they were likely to have a significant impact on the rate of improvement likely to be achieved within the Looked After Children Service. It is in this context that the improvements outlined in this paper must be considered as, in addition to financial benefits, they seek to ensure there are no longer widespread systemic failures.

- 3.31 As part of the improvement journey and in response to historical failures, there has been a necessity to engage a significant number of agency staff to fill vacant posts and to secure the right knowledge, skills and leadership. In order to ensure that the quality of social work practice consistently and systematically improves there is a need for investment in the workforce. The learning offer in Rotherham is not sufficiently developed.
- 3.32 Aligned with the improvement plan, this will take five years not three and will require further additional front loaded transformational investment to deliver further significant savings in 2018/19 and 2019/20.

Proposal and Justification - Budget Proposals 2017/18, demand management, cost reductions and avoidance

- 3.33 Do nothing is not a realistic option for the Council. The challenge of providing suitable placements for the increasing numbers of Looked After Children demands transformation in provision and initiatives aimed at controlling LAC numbers. The response to the findings from the Jay, Casey and Ofsted reports requires funding for new ways of working – including lower caseloads to drive through quality in practice, training and staff development. This commitment to the workforce will enable a transition from a reliance on agency staff to permanent Rotherham Council employees.
- 3.34 The budget proposals are based on the CYPS Directorate's professional view of need and how demand for services will be managed by investing in: the right support at the right time for families across early help and on the edge of care; children's social care and education settings to develop better, more affordable placement choices through a sufficiency strategy for Looked After Children.
- 3.35 The focus is now on enhanced management oversight of decision making at the 'front door' of children coming in to care and managing the demand for Looked After Children through a number of interventions which are preventative in nature, to reduce the future financial burden and ongoing increases in LAC.
- 3.36 The CYPS Directorate is on track to achieve planned savings of £2.318m agreed as part of the wider Council 3 year Medium Term Financial Strategy for 2016/17 to 2017/18. Each of the budget proposals contain a request for some initial upfront funding, which will be used to deliver subsequent savings which over the medium term pay back the investment and achieve cumulative savings net of investment of £6.022m by 2020/21. The savings outlined in this report are in addition to this amount. Details in respect of the proposed investments in Children's Social Care Services are set out below and in Appendix 1 to this report. (Please note: Net Savings are shown as negative figures; a positive number represents a net investment/cost in the year in question.)

3.37 CYPS 1A – Foster Carer Payments Scheme, Support and Development

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Cumulative £m	Payback
Investment	0.000	1.276	1.718	2.182	2.182	7.359	
Gross Saving	0.000	(1.374)	(2.660)	(3.980)	(3.980)	(11.994)	
Net Saving	0.000	(0.098)	(0.942)	(1.798)	(1.798)	(4.635)	Year 2

% of placements with LA Fostering	43%	48%	53%	57%	62%		

3.38 Rotherham, in common with local authorities across the Yorkshire and Humber region, has a shortage of all foster care placements, but particularly foster care placements for adolescents and larger sibling groups. The Council places too many young people in residential care. The implementation of the allowances offer and a resulting rise in placements with in-house foster carers could lead to long term savings on the overall Looked after Children budget. Over a year the investment will seek to provide a net 15 additional in-house foster places; as a consequence there would be a corresponding fall in the number of LAC being placed in more expensive settings (Independent Fostering Agency (IFA) and residential placements). This investment was approved at Cabinet on 12th September 2016.

3.39 CYPS 1B – Therapeutic Service

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.270	0.270	0.270	0.270	1.080	
Gross Saving	0.000	0.000	0.000	0.000	0.000	0.000	
Net Saving	0.000	0.270	0.270	0.270	0.270	1.080	N/A

3.40 This bid for budget investment seeks funding for additional clinical practitioners to deliver highly responsive and intensive interventions for Rotherham's children in care identified as needing it most. This proposal will operate in conjunction with the fostering 'offer' and special guardianships whereby children 'most at risk' within Rotherham will have access to good quality and responsive wrap around therapeutic support to address the child's specific emotional and mental well-being needs.

3.41 There will be a reduction in the likelihood of placement breakdowns and special guardianship breakdowns which often result in the use of more expensive placement provision, including re-entry to care or move to more expensive

residential placements. The service can deliver therapeutic interventions more cost effectively than by commissioned services. There is a clear argument that breaking the cycle of disruptions through intensive provision early in the child's care journey will lead to better emotional wellbeing for children and better outcomes for these children in later life. The monetary benefit, therefore, will be one of cost avoidance rather than a direct budget saving.

3.42 The proposal has direct staff costs of a social worker and business support officer and commissioning costs of 2.5 clinical practitioners.

3.43 CYPS 2 – Family Group Conferencing

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.100	0.164	0.164	0.164	0.164	0.756	
Gross Saving	0.000	(0.165)	(0.627)	(1.254)	(1.914)	(3.960)	
Net Saving	0.100	(0.001)	(0.463)	(1.090)	(1.750)	(3.204)	Year 2

LAC Reduction	0	15	27	30	30	102	

3.44 Family Group Conferencing is an effective tool for identifying and engaging with wider family members at an early stage of concern about a child. This initiative seeks to minimise the financial pressure within the LAC budget by working to prevent children entering the care system.

3.45 The proposal is to deliver the service in-house. The workload is estimated to require a team of 1 coordinator and 4 family group conference practitioners. Some training would be required along with a small amount of other running costs. A total investment of £164k is required on a recurrent basis to deliver the expected savings above. It is estimated that Family Group Conferencing could prevent 15 children entering care in the first year, increasing to 25 – 30 per year thereafter.

3.46 CYPS 3 – Special Guardianship Looked After Children

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.052	0.103	0.155	0.206	0.516	
Gross Saving	0.000	(0.066)	(0.198)	(0.330)	(0.462)	(1.056)	
Net Saving	0.000	(0.014)	(0.095)	(0.175)	(0.256)	(0.540)	Year 2

LAC Reduction	0	6	6	6	6	24	

3.47 Special Guardianship Orders (SGO) offer the opportunity for family, friends or existing foster carers to give a permanent home to the child without Social Care input. The SGO arrangement attracts an allowance, the average cost of which is £8.6k per annum. The total cost of additional allowances for the estimated 6 additional SGO's through this initiative would be £52k per year. Whilst there is still a cost implication to Special Guardianship it is significantly less than a LAC placement.

3.48 CYPS 4 – Pause Project

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.018	0.000	0.000	0.000	0.000	0.018	
Gross Saving	0.000	0.000	0.000	0.000	0.000	0.000	
Net Saving	0.018	0.000	0.000	0.000	0.000	0.018	N/A

3.49 Rotherham works with a number of mothers who have had multiple children taken into care. Pause, an organisation co-founded by Sophie Humphreys, former head of safeguarding at Hackney, works entirely outside of the usual local authority structure and independently of the social care services. The programme engages with mothers on a one-to-one basis, creating a bespoke programme of intensive therapeutic activities and practical support.

3.50 Women working with Pause are supported to focus on themselves to take control of their lives. To do this they are required to take Long Acting Reversible Contraception (LARC) during the intervention, thereby creating a space to pause, reflect, learn and aspire.

3.51 Initial scoping identifies around 25 Rotherham women who could be worked with who have been the subject of a repeat removal of a child following pregnancy. This investment of £18k will be for a formal review of the scope in Rotherham. It is not proposed at this stage to implement the Pause project. Further consideration of this will be given following the completion of the review but it is worthy of note that initial work indicated that between 10 and 15 placements might be avoided per year.

3.52 CYPS 5 – Edge of Care

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.350	0.350	0.350	0.350	1.400	
Gross Saving	0.000	(0.165)	(0.594)	(1.188)	(1.848)	(3.795)	
Net Saving	0.000	0.185	(0.244)	(0.838)	(1.498)	(2.395)	Year 3

LAC Reduction	0	15	24	30	30	99	

3.53 The Edge of Care service will involve the recruitment and development of a team of practitioners who will offer structured direct support to young people and their families in crisis, to enable them to remain within their immediate or wider extended family. This recurrent investment is in a new Edge of Care team consisting of a team manager, social worker, psychologist, care co-ordinator (x2), family support worker (x4), and business support.

3.54 The implementation of Edge of Care and the expected reduction in LAC could lead to long term savings on the overall Looked After Children budget. It is estimated that Edge of Care could prevent 15 children entering care in the first year, increasing to 25 – 30 per year thereafter.

3.55 CYPS 6 – Multi-systemic Therapy (MST)

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.000	0.000	0.000	0.000	0.000	
Gross Saving	0.000	(0.044)	(0.132)	(0.220)	(0.308)	(0.704)	
Net Saving	0.000	(0.044)	(0.132)	(0.220)	(0.308)	(0.704)	Year 2

LAC Reduction	0	4	4	4	4	16	

3.56 MST is an intensive therapeutic programme that works within the whole ecology of a young person. The MST therapist will work with the whole family; the parents, the community and the school at the same time. The aim is to work in a solution-focused, strengths-based approach to empower the family to take responsibility for solving problems and to improve family functioning. The model acknowledges the fact that the family will be there for the young person into the future and beyond any service intervention.

3.57 A shared service agreement is in place between Barnsley and Rotherham. This means that each authority shares fifty percent of the cost and fifty percent of the capacity. The cost of this to RMBC is met through the Troubled Families Grant and so there is no call on mainstream resources to fund this investment. It is estimated that MST could prevent four children entering care per year.

3.58 CYPS 7 – Reunification Project

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.090	0.000	0.000	0.000	0.090	
Gross Saving	0.000	(0.132)	(0.264)	(0.264)	(0.264)	(0.924)	
Net Saving	0.000	(0.042)	(0.264)	(0.264)	(0.264)	(0.834)	Year 2

LAC Reduction	0	12	0	0	0	12	

3.59 A reunification scheme, endorsed by Ofsted and run by the NSPCC for Rotherham, based on providing good quality support and training to social care staff to enable successful reunification of LAC with their birth families is currently operating as a pilot. The contract is for a two year period to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in their own family environment. This bid seeks budget investment for the second year of the pilot with the aim of reuniting 12 children with their families for the long term.

3.60 A further benefit of the pilot will be that skills will be transferred to existing workers which will ensure that reunification is embedded in everyday practice.

3.61 CYPS 8 – Single Assessment Review Duty Team

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.166	0.166	0.000	0.000	0.332	
Gross Saving	0.000	0.000	0.000	0.000	0.000	0.000	
Net Saving	0.000	0.166	0.166	0.000	0.000	0.332	N/A

3.62 As part of the improvement journey the timeliness and quality of assessments has been a key focus. Moving from a four to a five Duty team structure and a cycle of 20 days between each duty week would improve the ability to progress work and afford the team manager sufficient time to provide robust management oversight and complete all management tasks.

3.63 This investment in a fifth duty team will be time limited for two years from 2017/18 by which time performance is expected to have improved sufficiently through embedded improvements in work practice and with a settled workforce.

3.64 CYPS 9 – Appointment of Newly Qualified Social Workers (x 22)

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment	0.000	0.900	0.450	0.000	0.000	1.350	
Gross Saving	0.000	(0.330)	(0.715)	(0.825)	(0.825)	(2.695)	
Net Saving	0.000	0.570	(0.265)	(0.825)	(0.825)	(1.345)	Year 3

Agency Reduction by year end	11	22	11			44	

3.65 In order to meet the demands of the Workforce Development Improvement actions in the Children and Young People's Service Improvement Plan, the Council needs to continue with its annual recruitment of a cohort of Newly Qualified Social Workers (NQSW) into the Children and Young People's Services. It is business critical to continue this investment and the infrastructure is in place to support them with high quality placements and support. The recruitment of 22 permanent newly qualified social workers will fill existing social worker vacancies and enable the reduction in 22 agency workers over the next 12 months; reducing cost and creating a permanent stable workforce.

3.66 Continuing the strategy of growing experienced and qualified social workers will over the medium and longer term enable the transition from a significant reliance on agency staff, which has approached 20% of the workforce over the last two years, to permanent employees. The percentage of agency staff would be expected to fall below 10% from April 2018 resulting in a saving of between £800k and £1m.

3.67 CYPS10 – Workforce Development and Practice Improvement

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)	Cumulative (£m)	Payback
Investment *	0.061	0.339	0.494	0.406	0.406	1.706	

Investment **	0.000	0.489	0.489	0.489	0.489	1.956	
Gross Saving	0.000	0.000	0.000	0.000	0.000	0.000	
Net Saving	0.061	0.339	0.494	0.406	0.406	1.706	N/A

* Includes the costs of an expanded learning and development structure; the commissioning of bespoke learning and practice improvement operating models;

** Currently excludes additional resources for backfill whilst training undertaken.

3.68 Professional social work practice in Rotherham has been the subject of much scrutiny in recent years. The quality and impact of Social Work is one of the key issues leading to the inadequate OFSTED judgement in 2014. In order to ensure that the quality of Social Work practice consistently and systematically improves, a learning and development programme for Social Workers, through the professional journey from ASYE (Assessed and Supported Year in Employment), through the practitioner career and into Management and Leadership levels is essential. The most improved local authorities (Hackney / Leeds) have demonstrated the importance of linking social work development to professional methodology in achieving better outcomes (both for children and on inspection).

3.69 The learning offer in Rotherham is currently underdeveloped. A recent review of the learning offered to children's Social Workers in the borough identified that there are insufficient formal training sessions provided (individually and collectively these would be woefully inadequate to achieve the level of improvement in Social Work practice necessary).

3.70 It is essential that Rotherham Council invest in the training and development of its Social Workers, in order to improve practice and produce better outcomes for children (potentially leading to longer term savings across the corporate function), reduce the risk of continued inadequate OFSTED judgements and help to improve the retention of Social Workers in the borough in the longer term.

3.71 The investment for this proposal relates to the cost of implementing a new model of social care and the learning and development associated with this. Consideration is being given to service continuity and backfill of posts required and whilst under review is not included in the overall investment request at this present time. Therefore a subsequent bid for investment may be brought to Cabinet at a later date.

Approved and other budget saving proposals

3.72 The CYPS Directorate is delivering savings of £2.318m across 2016/17 to 2018/19 as part of the Outline MTFs which was approved at Budget Council in March 2016. These savings have already been netted off the starting net budget in Table 1.

3.73 In addition to the savings that have already been approved, and those which are dependent on budget investment, consideration is being given to further savings from the directorate to contribute to the overall Council budget reduction target for 2017/18 and future years.

Adult Social Care

3.74 In order to improve outcomes for service users an Adult Services Development Programme is being implemented, as approved by Council when the 2016/17 Budget was set on 2nd March 2016. This includes a range of measures to develop alternative provision for services such as: In-house learning disability residential and respite care and day care for older people and the creation of a focused enablement service. The programme also includes service reviews of:

- In-house day care for learning disabilities;
- Provision of in-house residential and intermediate care for older people;
- The provision of housing related support; and
- Out of area and high cost care packages across all services.

3.75 In addition, the Adult Services' Management and Assessment and Care Management Teams are being reviewed to identify further savings and opportunities to reduce costs. In setting the 2016/17 Budget and the MTFS, cumulative savings of £9.2m from the Development Programme were agreed for the current and 2 subsequent financial years.

3.76 As indicated with respect to monitoring of the 2016/17 Budget position and the September projected overspend of £3.551m after mitigating actions, the Adult Services budget continues to be placed under pressure.

3.77 In light of this overall budget pressure and in order to accelerate the Adult Care Development Programme as well as ensuring that the budget savings already agreed for 2016/17 to 2018/19 (£3.295m, £3.831m and £2,054m respectively) are delivered, the following time limited investment requirement has been identified:

Table 3 – Adult Social Care Funding Proposals

Adult Social Care	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Funding Proposal	0.128	0.481	0.210	0
Consisting of:				
Brokerage Team	0.053	0.210	0.210	0
Direct Payments Team	0.027	0.109	0	0
Project Management Support	0.048	0.162	0	0

3.78 The funding is required for temporary posts up to 2018/19 creating Brokerage and Direct Payment Teams and for the posts of Head of Care Manager and Programme Manager up to 2018/19.

- The 5 posts in the Brokerage team will support social workers to access commissioned services that best promote strengths and independence whilst offering value for money. They will apply commercial skills to examine existing service costs and negotiate prices with external providers.
- The role of Head of Care Management will be to provide the strategic direction to the front line services.

- The Programme Manager will provide strategic direction for the transformation and savings programmes ensuring that implementation is on course and milestones are achieved.

3.79 These posts are to provide additional specialist skills to support the transformational activity for the Adult Care Directorate and would also assist in achieving other savings proposals that may be brought forward for later years of the MTFS.

Corporate Support Services

3.80 The proposed investment in Corporate Services is predominantly in Legal Services principally to support the delivery of the CYPs Sustainable Childcare Strategy. The following table summarises the proposed additional funding allocations and the following paragraphs provide more details of the proposals.

Table 4 Corporate Support Services Funding Proposals

Corporate Support Services	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Funding Proposal	0.301	0.847	1.062	1.062
Consisting of:				
Legal Services	0.188	0.584	0.699	0.699
Other Support Services	0.113	0.263	0.363	0.363

Legal Services – Peer Review of Children’s Care Litigation

3.81 A peer review of children’s care litigation by Lincolnshire County Council has recommended an increase in staff levels in order to allow cases to be dealt with internally by the Council rather than using external agency staff and also to address an unacceptably high level of risk within the legal services caseloads. The review stated that the team was significantly understaffed. 11 new posts will be created to give 9 pairs of solicitors and paralegals to deal with child care litigation. The new posts will be a Team Leader and 4 solicitors plus 6 additional Paralegals. The total cost in a full year for implementing the proposals would be £0.529m from April 2017 onwards. The unfunded in-year pressure is estimated to be £188k.

- 3.82 In addition to the above, the July MTFS included legal staff savings proposals (approved in the March 2016 Budget Setting Report) of £55k in 2017/18 and a further £115k in 2018/19. In view of the outcome of the peer review and the additional funding requirement, these savings will no longer be deliverable.

Other Support Services

- 3.83 To strengthen the support arrangements for Children's Services, Commissioners agreed the recruitment of a Head of Children's Finance, the annual cost of this including oncosts being £81k from 2016/17.
- 3.84 In order to continue to address weaknesses identified in the Jay, Casey and Ofsted reports and to strengthen the Councils overall governance arrangements, recruitment to a permanent part time Risk Manager post has been necessary, the annual cost of this being £32k.
- 3.85 When the 2016/17 to 2018/19 Budget was set this included a proposal to generate income through the sale of spare capacity in the Council's Data Centre, a subsequent review of this proposal indicates that the market for this is very limited and the saving will therefore not be delivered. This equates to £50k in 2016/17, a further £100k in 2017/18 (£150k in total) plus a further £100k in 2018/19 and beyond (£250k in total). The £50k 2016/17 pressure is being managed in-year through the use of underspends across the wider directorate.
- 3.86 The data centre market in the UK has changed significantly over the past few years. Both private and public sector organisations are shifting services and storage to the Cloud. This shift has drastically reduced the use of on-premise solutions and therefore the requirements for local data centre space. The increasing use of the Cloud has resulted in a significant growth in large remote data centres. The Council is not able to offer our data centre within this market, because our offering would be unable to compete alongside global organisations, such as Microsoft, Google and Amazon.
- 3.87 The on-premise solutions that remain within local data centres are moving onto virtual technology platforms as ageing physical hosts reach the end of life. This conversion reduces data centre space requirements by around 80%. The shift to both Cloud and virtual server technology has removed any significant income opportunities that were previously available to the Council. It is now unrealistic for the Council to achieve the data centre efficiency targets that were previously proposed.

4. Options considered and recommended proposal

- 4.1 The pressures on the Children's and Adult's Social Care budgets identified in the September Budget Monitoring report indicate that these services are facing significant and sustained cost pressures. Although Children and Young People's Services (CYPS) and Adult Care Services have both committed to

implementing management actions, which will partially address the impact of pressures in the current financial year, the current proposals for additional resource allocations over the life of the Council's MTFS outlined in the report are essential if the Budget pressures are to be resolved and planned savings are to be delivered, setting these services on a sustainable footing.

- 4.2 Similarly, the additional resources allocations proposed for Corporate support services are necessary to support the planned developments in Children's Services and to reinstate budgets for planned savings which are no longer deliverable in the light of service developments and changing external markets.
- 4.3 All the proposals have been robustly assessed, reviewed and considered in detail and their implementation will be closely monitored to ensure that the planned mitigation of future growth in demand, service transformation and planned savings are delivered in line with the timescales set out above.
- 4.4 There will be tight monitoring and control on the investment to ensure that the funding is only spent as intended and as approved within this report. It is proposed that the funding for the investments will only be drawn down and allocated as and when the expenditure and investment action is secured and implemented. The funding will not be utilised for any other purpose.

5. Consultation

- 5.1 The robustness of the additional resource allocations and investment proposals for Children's Services have been scrutinised by the Council's Practice Partner for Children's Improvement (Lincoln City Council) and recent Peer Reviews of the Council's Looked After Children Strategy and of child care litigation underpin the proposals.
- 5.2 The additional resource allocations will be incorporated within the Council's MTFS which has been informed both by the major consultation exercises undertaken by the Council during 2015 and by ongoing consultation on the budget process, the outcomes of which will be embedded into the Budget considerations to ensure residents' priorities continue to inform the Council's decision-making.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Further reports on the MTFS and the Council's 2017/18 Budget will be taken to Cabinet and Overview and Scrutiny meetings as part of the Budget Process as further work is undertaken in light of the Government's Autumn Statement and as information becomes available.

7. Financial and Procurement Implications

- 7.1 The current year projected outturn for the Council as reported within the September financial monitoring report elsewhere on this agenda shows a projected Council overspend of £8.6m. The situation is being closely monitored and mitigating actions are being taken to retrieve the situation. The majority of this overspend relates to Children's Services demand pressures as reported within this report although some also relates to Adult Social Care. Whilst all services are attempting to mitigate this overspend, it is likely that there will be some level of overspend at year end and that this will have to be funded from reserves. The actual value will depend on final outturn.
- 7.2 There is also already a need to identify £42m of further savings and cost reductions over the next 3 years and the additional investment proposed in this report will increase that in the medium to long term. Recognising the likely need to use reserves to fund some of this in the short term, the Council's current financial (financing) plans are being reviewed to consider a variety of options for re-profiling the current planned use of reserves and to identify any areas of spend that can be properly capitalised in order to reduce the pressure on the revenue budget. There will be choices in this regard, all with different implications on the Medium Term Financial Plan and respective annual budget gaps.
- 7.3 Whilst allocating the additional funding requested in this report will significantly increase the Council's estimated funding gap in 2017/18 it is considered that this is unavoidable and the investment is needed to prevent the costs escalating further. The actual final profile of the Medium Term Financial Strategy and budget gaps will depend on choices to be made as part of the forthcoming Budget.
- 7.4 It is assumed that the funding in the current year will need to be drawn from reserves and that the final value of this will depend on the outturn position as all services are attempting to reduce the overall overspend. It is assumed that in each of the subsequent years, the gap will be addressed through the budget process and further financial planning considerations. A review of all current planned use of reserves is underway and options will be brought forward for rescheduling the current planned use of reserves in order to ensure a balanced budget and financial strategy.
- 7.5 It is proposed that the specific investments totalling £608k be funded from the transformation reserve. The £7.848m demand pressure will require funding at year end from reserves determined once the outturn is known. It is likely at this stage that this will require the use of a combination of reserves currently set aside for other purposes but a final decision on this will be made when the outcome of a number of other issues are known e.g. the triennial valuation of pensions, reviews of capitalisation opportunities and review of business rates risk.

7.6 It should be noted that the resource projections and assumptions underpinning the MTFS have not been revised at this stage, pending the Government's 2016 Autumn Statement (which will be on 23rd November) and the Indicative Local Government Finance Settlement which is expected to follow it. In this the Council will be no different from other authorities, which are also facing uncertainty about levels of government funding, the results of recent consultations, the 2017 Rates Revaluation and the future of the local government finance system.

7.7 Specific funding proposals will be brought back to Cabinet when there is a clearer view of likely outturn/financial recovery for the current year.

8. Legal Implications

8.1 None directly from this report.

9. Human Resources Implications

9.1 The service investment proposals include the creation of both new permanent and temporary posts which will be undertaken in line with the Council's agreed Human resources policies.

10. Implications for Children and Young People and Vulnerable Adults

10.1 The Outline MTFS commits the Council to design and begin to implement a sustainable service to children and families, prioritising the most important interventions. The CYPS Sustainability Strategy has been developed to meet this need and to ensure that the Council is able to deliver services that are rated as "outstanding". Similarly the Adult Services Development Programme is intended to improve outcomes for service users and the proposed additional resource allocation will support delivery of this programme.

11 Equalities and Human Rights Implications

11.1 In preparing its MTFS, the Council must be mindful of the potential impact on service users. Section 149 of the Equality Act 2010 in particular imposes an obligation on Members to have due regard to protecting and promoting the welfare and interests of persons who share a relevant protected characteristic (such as: age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation).

12. Implications for Partners and Other Directorates

12.1 The additional resource allocations proposed will be incorporated into the Council's MTFS and will be reflected in the ongoing budget process.

13. Risks and Mitigation

- 13.1 The proposals set out in the report are intended to address the ongoing and sustained pressures on key Council services highlighted by the September 2016 Forecast Budget Out-turn overspend of £8.6m. The additional resource allocations are intended to support major service transformations in Children's and Adult Social Care, deliver savings and to establish sustainable services going forward.
- 13.2 The expenditure and savings projections above are based upon robust and prudent assumptions and have been subject to rigorous assessment. In the case of Children's Services the proposals have been scrutinised and comprehensively reviewed by Rotherham's Practice Improvement Partner Lincolnshire County Council (LCC). Although both the Council and LCC recognise that, due to the size of the cost reduction required, the proposals are ambitious, each of the budget saving proposals have been reviewed and savings profiles are considered realistic (Children's Services has already delivered its target budget savings for this year of £1.267m from reductions in residential provision, Early Help, and School Improvement).
- 13.3 There is however still potential for levels of service demand and costs to fluctuate, both adversely and advantageously in relation to planning assumptions. In light of this it is recognised that robust governance and arrangements will need to be set in place and any funding allocations will be subject to continuous monitoring and review.

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

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=2>

Appendix 1**Children & Young People's Service - Detailed Analysis of Investments and Future Savings****2016/17 Budget Planning – Investment Bid (Ref: CYPS_1A)**

Title of Investment Request	Foster Carer Payments Scheme, Support and Development
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	1.276	1.718	2.182	2.182
Current Looked after Children Budget – Net (if bid adds to an existing budget)	16.393	16.393	16.393	16.393
Estimated Savings (Cumulative)	(1.374)	(2.660)	(3.980)	(3.980)

Detail of bid

1. Outline why this growth in funding is required
The need to continue to improve services and outcomes for children and young people is clear. The development of the Rotherham Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018 set out the strategic actions to be taken to ensure children and young people on the edge of care are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted. There is a current gap in preventative provision and this growth bid is one of a range of interventions planned which require investment to provide those support options for the child. This bid for budget investment seeks to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in Rotherham in a foster family environment. Rotherham has a shortage of all foster care placements, but particularly foster care placements for adolescents and larger sibling groups. The Council places too many young people in residential care. In July 2016 Commissioners and Cabinet approved a formal consultation for a period of six weeks with Foster Carers regarding the rationale and options for a revised scheme, with a view to that scheme being implemented in October 2016. A paper to Cabinet on 12th September proposed a revised scheme for Rotherham based on providing financial incentive, good quality support, and training. Investment in improving the 'offer' to Foster Carers will help attract additional carers to foster for Rotherham and support the retention and development of existing Foster Carers. It is an important enabler for the Council in meeting sufficiency of placement provision for Looked after Children (LAC) and ensuring that wherever possible this provision is in a Rotherham foster family environment. Alongside other initiatives, this will enable the reduction of overall placement costs and avoid use of more expensive Independent Fostering Agency (IFA) and residential placements.

The investment required would be a recurrent requirement as outlined above over the years 2017/18 to 2020/21. It is anticipated that there will be cost reductions compared to current forecast levels of expenditure across Looked after Children (LAC) and shown in further detail in section 6 below.

2. Outline any legal and statutory framework(s) relevant to the funding growth bid

The proposals demonstrate that Rotherham Metropolitan Borough Council has implemented a fair approach in that it has considered amounts paid by comparative authorities; whilst also taking into account national research to devise proposals which will assist it in improving services and carrying out its statutory duties towards its looked after children.

3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget

The modelling undertaken by finance and the service has focused on providing a fairer and more enticing offer to existing and potential foster carers in Rotherham.

Benchmarking of nearest neighbours has been reviewed and the revised payment scheme developed in line with this and against a backdrop of an over spending overall LAC budget. There has been an increasing proportion of children being placed outside of the borough in more expensive settings, specifically Independent Fostering Agencies (IFAs), away from parents and extended family.

This bid for investment into the Foster Carer Payments and Support budget is tasked with reversing this trend. Providing better outcomes for children closer to home and at a reduced cost to the Council.

4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed

Not agreeing to the growth bid would result in a potentially increasing pressure on the CYPS revenue budget.

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

Not applicable

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?

Longer Term Benefit and Revenue Savings

The changes to foster carers' allowances are one part of a range of interventions planned as part of the wider Looked after Children Sufficiency Strategy. The Strategy seeks to deliver better outcomes for children in care by reducing the number of children in more expensive care settings through an 'invest to save' approach.

This intervention will not directly reduce the numbers of Looked After Children, but the implementation of the allowances offer and the resulting rise in placements with in-house foster carers could lead to long term savings on the overall Looked after Children budget. Assuming overall LAC numbers remain broadly static, there would be a corresponding fall in the number of LAC being placed in more expensive settings.

	2016/17	2017/18	2018/19	2019/20	2020/21
Savings (Reduced spend on in-house and independent care provision) Savings are year by year (not cumulative)	-	£1.374m	£1.286m	£1.320m	TBC
Target Increase Number in House Foster Care Placements	-	15	15	15	TBC *

* Outcome monitoring will inform target post 2020

Outcomes monitoring

LAC Sufficiency is a major project within the Children's Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPs. Progress against the individual and overall anticipated outcomes and financial savings will be monitored through a dedicated Project Team (Head of Children in Care, LAC Service Managers, Early Help Transformation Lead, Finance, and the Commissioning and Performance Team) and reported monthly to the Children's Transformation Programme Board.

They will review: the number of children who have been prevented from entering the care system; LAC numbers and costs; and the proportion of placements across the different care settings, number of placement breakdowns. This information will feed into a wider Children's Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years' service needs.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_1B)

Title of Investment Request	Therapeutic Service
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.270	0.270	0.270	0.270
Current Looked after Children Budget – Net (if bid adds to an existing budget)	16.393	16.393	16.393	16.393
Estimated Savings (Cumulative)	N/A	N/A	N/A	N/A

Detail of bid**1. Outline why this growth in funding is required**

The need to continue to improve services and outcomes for children and young people is clear. The development of the Rotherham Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018 set out the strategic actions to be taken to ensure children and young people on the edge of care are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted. This growth bid is one of a range of interventions planned which require investment to provide those support options for the child once looked after.

The investment is required to support the child and carer and reduce the likelihood of placement breakdowns which often result in the use of more expensive placement provision, including re-entry to care or move to more expensive residential placements. There is a clear argument that breaking the cycle of disruptions through intensive provision early in the child's care journey will lead to better emotional wellbeing for children and better outcomes for these children in later life.

This bid for budget investment seeks funding for additional clinical psychologists (and/or experienced therapists) to deliver highly responsive and intensive interventions for Rotherham's children in care identified as needing it most.

This proposal will operate in conjunction with the fostering 'offer' and special guardianships whereby children 'most at risk' within Rotherham will have access to good quality and responsive wrap around therapeutic support to address the child's specific emotional and mental well-being needs. This support will be based upon building relationships and create the atmosphere to bring about positive change for that child within the foster placement/ special guardianship.

The model will work with the team around the child, where carer and professionals will develop their skills and knowledge to respond in a confident and consistent way to emerging issues, preventing escalation and disruption. The clinical psychologist will coordinate and lead in the team around the child meetings with a particular emphasis on therapeutic needs.

The 'offer' comprises of therapeutic involvement with each child/foster family as follows:

First 3 months - Dedicated 8 hours per week to establish the child in the placement,
 3-6 Months – 4 hours per week to ensure the child is settling in the placement
 6-12 Months – 1.5 hours per week once the child is settled.

The team will take lead responsibility for good therapeutic management and oversight with training, consultation and therapy being provided as required. Should there be any need to source therapeutic provision from independent services to ensure good quality provision at the best cost and will be commissioned and monitored in the best manner. Finally, the service would recruit a therapeutic social worker who will lead on therapeutic approaches including special guardianship order (SGO) provision and business support to manage the scheduling and other administrative implications of the delivering the provision. The government requires SGO support services be established and has provided money to commission therapy from the Adoption Support Fund. This proposal extends elements of that type of support to Looked after children foster placements.

The team would be working with 20 to 30 looked after young people and their carers/teams during the year. This is separate to the support offered to children in SGO placements which is larger than this, offering support groups, training and assessments for therapies which are funded by the Adoption Support Fund.

2. Outline any legal and statutory framework(s) relevant to the funding growth bid

The therapeutic support will be provided in line with the revised NICE Guidance (2010 & 2016) and recommended therapeutic practices. SGO legislation (2016).

3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget

Placement disruptions remain high, with 20 recorded disruptions occurring in the last six month period of 2016: 16 being in IFA/ independent residential care, and 4 within in-house provision.

This initiative seeks to minimise the financial pressure within the current budget. An analysis was undertaken of five children who had experienced prolific disruptions in fostering placements resulting in a move to high cost independent residential placements. All five of these young people (aged 14-17) entered care before the age of 12 years, and most stark, two of them, both 17 years of age first became looked after at the age of 2 years and age 4 years respectively. The financial cost of these five placements alone equates to £842K per year.

In terms of aspirations for these children, the prognosis is not promising. Given their social and emotional problems some of the children in care could transition into adulthood requiring support from health or adult social care provision, and that support likely to be whole life. This investment seeks to prevent or minimise such cases.

4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed

The themes emerging from reviews of cases with the highest costs but poorest outcomes for children and young people includes unusually high numbers of disruptions and young people left to drift in residential care. Lack of investment would result in a continuation of these themes.

These are not isolated to Rotherham, but is part of a national picture. The 2015 NHS Report “Future in Mind” and the revised NICE Guidance (2010 & 2016) highlights this well. These reports indicate that the recurrence of poor outcomes for looked after children is directly associated with the absence of responsive and accessible mental health service provision. Children who have experienced early life abuse and neglect, typically, children in care, are less likely to engage with services, and more likely to have services withdrawn because of their lack of engagement despite being the most in need of service. These children spiral through successive placement moves until invariably being placed in costly residential placements at distance from the local authority where their needs can never be well met. The reports

clearly set out what needs to be done to improve, promote and protect the emotional and mental wellbeing of children, which includes easily accessible service provision, timely intervention and therapeutic support at the point of need, (NHS “Future in Mind”, 2015; NICE Guidance, Revised 2016)

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

The direct staffing implications of the bid would be recruitment of :

Therapeutic social worker lead x 1 FTE (Grade J) – including SGO assessments and Adoption Support Fund commissioning

Business Support x 1 FTE (Grade E)

Indirectly the proposal involves the commissioning of 2.5 FTE additional clinical psychologists or experienced therapists to lead the new intensive therapeutic packages.

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?

Longer Term Benefit and Revenue Savings

The development of therapeutic support around looked after children is one part of a range of interventions planned as part of the wider Looked after Children Sufficiency Strategy. The Strategy seeks to deliver better outcomes for children in care by ensuring the child’s specific emotional and mental well-being needs are met.

A further outcome would be stability for the child in avoiding unnecessary disruption from having to move schools and risk their educational attainment and ability to form long term friendships.

Estimated savings from the Therapeutic Service are included within the benefits outlined from the Fostering Offer (CYPS_1A).

Outcomes monitoring

LAC Sufficiency is a major project within the Children’s Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Progress against the individual and overall anticipated outcomes and financial savings will be monitored through a dedicated Project Team (Head of Children in Care, LAC Service Managers, Early Help Transformation Lead, Finance, and the Commissioning and Performance Team) and reported monthly to the Children’s Transformation Programme Board.

They will review: the number of children who have been prevented from entering care; LAC numbers and costs; and the proportion of placements across the different care settings, number of placement breakdowns. This information will feed into a wider Children’s Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years’ service needs.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_2)

Title of Investment Request	Family Group Conferencing
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.164	0.164	0.164	0.164
Current Budget – Net (if bid adds to an existing budget)	16.393	16.393	16.393	16.393
Cumulative Savings / Cost Avoidance	(0.165)	(0.627)	(1.254)	(1.914)

Detail of bid

1. Outline why this growth in funding is required
The number of Rotherham children in care continues to rise. In April 2013 there were 395 children in care, in April 2016 there were 433 children in care in Rotherham a net increase of 38 or 9.62%. Latest children in care figures report a further increase reaching 460 as at 19th October 2016. Numbers of children placed in independent fostering and residential provision has also increased significantly over the same period with 138 children placed in out of authority placements in April 2013 increasing to 207 in August 2016. This is an increase of 69 children or 50% resulting in a projected spend of £14 Million in 2016/17. In addition to these budgetary pressures available capacity in both in-house and independent provision, especially locally, is extremely limited. Family Group conferencing is an effective tool for identifying and engaging with wider family members at an early stage of concern about a child, to support the parents or to provide care for the child who ultimately may be at risk of neglect or harm. A Family Group Conference is a child centred, family-led decision making and planning process. Such services are well established in many local authorities such as Leeds, Sheffield and Lincolnshire. Evidence from other authorities would suggest it is effective in reducing the number of children entering care. Leeds City Council have reported that in the first 6 months of delivering family group conferences for edge of care cases they prevented 90 children from coming into care and generated an estimated cost avoidance of £3.5 million. Learning also included that the family group conferencing model was most effective when delivered in-house as part of the Early Help offer. The proposal is to deliver the service in-house. Volumes of potential case load have been predicted based on current initial Child Protection case conference numbers per annum (278) and assumed that the approach could be used to work with the family in 50% of the cases (139). This workload is estimated to require a team of 1 coordinator and 3 family group conference practitioners. Some training would be required along with a small amount of other running costs. A total investment of £164k. Targeting the service primarily but not solely at children and young people at this stage would help to reduce the number of children on a child protection plan and subsequently reduce the numbers that escalate further to PLO / care proceedings and ultimately entering care. The service would also consider referrals where for appropriate CIN cases, children in care where reunification is being considered and children who have become looked after due to an emergency, to support a swift return to family / friends. Families open to Early Help who have multiple and complex needs and are part of the Families for Change

cohort will also be considered.
2. Outline any legal and statutory framework(s) relevant to the funding growth bid
Family Group Conferences are identified in the revised Children Act Guidance on preparing for care proceedings, as being an important opportunity to engage friends and members of the wider family at an early stage of concern about a child, to support the parents or to provide care for the child. The guidance also states that before reaching a decision to apply for a care or supervision order, the local authority should have taken such steps as are possible, perhaps through a FGC, to explore whether care for the child can be safely provided by a relative or friend, have assessed the suitability of possible arrangements and have considered the most appropriate legal status of such arrangements.
3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget
This initiative seeks to minimise the financial pressure within the Looked After Children budget by working to prevent children entering the care system.
4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed
Continued increase in numbers of children entering the care system. Increased budget pressures Increased pressure on sufficiency. (local care provision) Increased number of children being placed out of authority and at distance. (placed in a local authority not bordering Rotherham) Families who have long-term involvement from statutory and non-statutory services.
5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.
FGC Coordinator x 1 FTE FGC Practitioner x 3 FTE Training would be required. FGC training is approximately £450 per delegate for a 3 day accredited course.
6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?
Children diverted from becoming Children in Care Reduced spend on in-house and independent care provision Reduced pressure on local in-house and independent care provision Reduction of care placements made at distance (children placed in Local Authorities not bordering Rotherham) Reduced costs in relation to statutory social worker / IRO duties around supporting / visiting / reviewing children in care (particularly placements at distance) Reduction in legal costs in relation to care proceedings Reduction in business support costs in relation to children in care. <u>Monitoring Outcomes</u> The Service would be part of the Early Help offer and will be performance managed as such with visibility and accountability via the Early Help Performance Dashboard.

However given the preventative nature of this intervention to the LAC sufficiency strategy, progress against anticipated outcomes will be monitored through a dedicated project team (consisting of Finance, the Adoption and Fostering Service Manager, Head of Service, Early Help and the Commissioning Team) who will meet monthly. They will review: the number of children who have been diverted from care; LAC numbers and costs; and the proportion of placements across the different care settings. This information will feed into a wider Children's Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years' service needs.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_3)

Title of Investment Request	Special Guardianship Looked After Children
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.052	0.103	0.155	0.206
Current (2016/17) Budget – Net (if bid adds to an existing budget)	0.828	0.828	0.828	0.828
Cumulative Savings / Cost Avoidance	(0.066)	(0.198)	(0.330)	(0.462)

Detail of bid

1. Outline why this growth in funding is required
The need to continue to improve services and outcomes for children and young people is clear. The development of the Rotherham Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018 set out the strategic actions to be taken to ensure children and young people on the edge of care are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted. This growth bid is one of a range of interventions planned which require investment to provide those support options for the child once looked after. Rotherham has a commitment to offer the best opportunity for permanence for Looked After Children by ensuring that they are looked after by family, friends or established foster care placements, wherever possible and appropriate for the child. Special Guardianship Orders (SGO) offer the opportunity for family, friends or existing foster carers to give a permanent home to the child without the financial loss normally associated with adoption but without Social Care or IRO input associated with foster care. Special Guardianship offers financial packages in line with the specific needs of the child and continued support through therapeutic services. Special Guardianship offers permanency within a family setting therefore improving the opportunities for the best outcomes for the child. The plan is to increase SGO's by around 6 per year from 2017/18. The assessment process for SGO is a rigorous process and includes assessment of the SGO applicant and their ability to meet the needs of the children in the short and long term. This assessment includes elements of the capacity of the applicant to manage risks presented by birth parents and wider family members, to manage the potential of divided loyalties that the prospective special guardian may experience and to ensure that the special guardian has the parenting capacity to help the child/ren to reach their maximum potential. Continued support from the child's social worker for an approximate period of three months after the granting of the order on a Child in Need basis to ensure completion of access to: Pupil Premium

Passports Health referrals etc are completed A support package is constructed for financial, emotional and any other support that is felt necessary for the child until they reach the age of independence (usually eighteen years of age but has been agreed beyond this in certain circumstances). Therapeutic support is a part of the support package which can be provided by the Rotherham Therapeutic team. The government has also extended access to the Adoption Support Fund for children who have become the subject of a Special Guardianship Order which also supports the longevity of a placement.					
2. Outline any legal and statutory framework(s) relevant to the funding growth bid					
Special Guardianship is an alternative way of meeting statutory requirements with better outcomes for the child.					
3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget					
This option is already in operation. During the past 12 months a staff member within the Fostering Team has had portfolio responsibility for permanence, this has proved to be successful with increasing numbers of carers taking this option. The SGO arrangement attracts an allowance, the average cost of which is circ £8.6k pa. The total additional allowances for the 6 SGO's would be £52k pa. Whilst there is still a cost implication to Special Guardianship it is significantly less than foster care or residential placement.					
4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed					
If the bid is not agreed and Special Guardianship packages were no longer available the options and opportunities for permanent placements for children would be limited. The offer of the best outcomes for children may be inhibited.					
5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.					
No direct staffing implications. Due to the proven success of having an individual staff member dedicated to permanence this will be mainstreamed as portfolio responsibility within the Fostering Team.					
6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?					
Longer Term Benefit and Revenue Savings Seeking an increase in the number of Special Guardianship Orders is one part of a range of interventions planned as part of the wider Looked after Children Sufficiency Strategy. The Strategy seeks to deliver better outcomes for children in care by reducing the number of children in more expensive care settings through an 'invest to save' approach. Special Guardianship is a less costly option than Foster Care or Residential Care and the longer term benefit is that permanence for children will be achieved.					
	2016/17	2017/18	2018/19	2019/20	2020/21
Savings (Reduced spend on in-house and independent care provision)	-	£0.066m	£0.132m	£0.132m	£0.132m
Saving are year on year – not cumulative					

Target Increase Number Special Guardianship Orders	-	6	6	6	6
Outcomes monitoring LAC Sufficiency is a major project within the Children’s Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Progress against the individual and overall anticipated outcomes and financial savings will be monitored through a dedicated Project Team (Head of Children in Care, LAC Service Managers, Early Help Transformation Lead, Finance, and the Commissioning and Performance Team) and reported monthly to the Children’s Transformation Programme Board. They will review: the number of children who have been prevented from entering care; LAC numbers and costs; and the proportion of placements across the different care settings, number of placement breakdowns. This information will feed into a wider Children’s Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years’ service needs.					

2016/17 Budget Planning – Investment Bid (Ref: CYPS_4)

Title of Investment Request	Pause Project
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.018	0.135	0.135	0.135	0.135
Current Budget – Net (if bid adds to an existing budget)	N/A	N/A	N/A	N/A	N/A
Cumulative Cost Avoidance	0.000	0.000	(0.165)	(0.495)	(0.825)

Detail of bid

1. Outline why this growth in funding is required
The current bid going forward is for funding of the review only, at a cost of £18k in 2016/17. The development of the Rotherham Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018 set out the strategic actions to be taken to ensure children and young people on the edge of care are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted. There is a current gap in preventative provision and this growth bid is one of a range of interventions planned which require investment to provide those support options for the child. Across the UK, Local Authorities are striving to look for ways to reduce the number of children being taken into care, often related to complex trans-generational patterns of neglect or abuse. Studies estimate a significant scale and pattern of recurrent care proceedings over a seven year period. At least one in four women, having previously had a child removed will return to the family court for proceedings to take further children into care. And, over a seven year period, this group of women are involved in 29% of all care applications in the UK – a total of 22,790 children. For Rotherham since November 2015 we have had 21 mothers who have had multiple babies removed from their care at birth. (11 - 2nd time Mums, 6 - 3rd time Mums and 4 - 4+ mums) We currently have a further 6 Unborn Babies currently where the risk of significant harm is so great we will be making applications to the court to remove them from their mothers care at birth. They are all repeat removals, 3 women of this cohort have become pregnant within the within 12 months from their last baby. Pause aims to break this cycle by intervening at a point when the women have no children in their care, creating a space in which women are supported to reflect and develop new skills and responses. The Pause Model Pause is an innovative, dynamic and creative solution designed to address the needs of women

who have, or are at risk of, multiple children being removed from their care. It offers an intense programme of therapeutic, practical and behavioural support through an integrated model. Each woman has an individual programme designed around their needs looking at the various elements of their system.

Pause, is an organisation co-founded by Sophie Humphreys, former head of safeguarding at Hackney, that works entirely outside of the usual local authority structure and independently of the social care services. By voluntary engaging with mothers on a one-to-one basis, creating a bespoke programme of intensive therapeutic activities and practical support, it works with women to think of themselves as individuals for what is often the first time in their lives. Women must consent to participate in the programme it cannot be mandated.

Pause has secured funds from the Department for Education's Innovation Fund to test Pause in six new local authorities with a particular focus on testing how to scale up the programme.

Pause works with women on a voluntary basis that have experienced, or are at risk of repeated pregnancies that result in children needing to be removed from their care. The programme gives women the chance to pause and take control of their lives, breaking the destructive cycle that causes them and their children deep trauma as well as costing the tax payer hundreds of millions of pounds.

Women who have experienced the loss of a child in this way are offered the choice to participate on the programme. Working with Pause they are supported to focus on themselves to take control of their lives. To do this they are required to take Long Acting Reversible Contraception (LARC) during the intervention, thereby creating a space to pause, reflect, learn and aspire. This would require a multiagency approach with health colleagues.

The pause project approach would be to first complete a viability assessment to judge whether Rotherham has the potential number of women who would consent to participate and benefit from this programme. At this stage the council would use the assessment to enter into a contract that specified the number of women to benefit. If at this stage the council's numbers were too low for the programme to be viable it could look at pairing up with another south Yorkshire partner.

Pause is working with research company Opcit in partnership with the University of Central Lancashire (UCLAN) to evaluate the new Pause pilots. They will be providing interim progress reports as well as a full evaluation report towards the end of 2016.

2. Outline any legal and statutory framework(s) relevant to the funding growth bid

3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget

This initiative seeks to minimise the financial pressure within the Looked After Children budget by working to prevent children entering the care system. The cost of this service will be considerably less than if further children were conceived and then taken into care. The programme would aim to avoid costs for a maximum of 15 children per year over three years (subject to viability assessment)

4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed

Should the funding not be agreed then the cycle of women who have experienced, or are at risk of repeated pregnancies that result in children needing to be removed from their care will continue.

Continued increase in numbers of children entering the care system.

Increased budget pressures

Increased pressure on sufficiency. (local care provision)

Increased number of children being placed out of authority and at distance. (placed in a local authority not

bordering Rotherham)

There would be an impact on attendant costs such as mental health services, substance misuse services, domestic violence services and health care.

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

National Practice Lead would be provided by Pause

Discussions are at an early scoping stage. Early indications are that staffing implications are:

Social Work Lead x 1 FTE

Social Worker x 1 FTE

Health Visitor x 1 FTE

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?

Longer Term Benefit and Revenue Savings

The Pause project is one part of a range of interventions planned as part of the wider Looked after Children Sufficiency Strategy. A preventative measure, its individual contribution to the reduction in LAC numbers over the period of the MTFs and the reduction in costs is detailed below:

	2016/17	2017/18	2018/19	2019/20	2020/21
Savings (Reduced spend on in-house and independent care provision) Saving are year on year – not cumulative	£0	£0	£0.165m	£0.330m	£0.330m
Children prevented from becoming Looked After			15	15	15

Outcomes monitoring

LAC Sufficiency is a major project within the Children's Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Progress against the individual and overall anticipated outcomes and financial savings will be monitored through a dedicated Project Team (Head of Children in Care, LAC Service Managers, Early Help Transformation Lead, Finance, and the Commissioning and Performance Team) and reported monthly to the Children's Transformation Programme Board.

They will review: the number of children who have been prevented from entering care; LAC numbers and costs; and the proportion of placements across the different care settings, number of placement breakdowns. This information will feed into a wider Children's Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years' service needs.

The project would be linked to the national Pause programme and be monitored as part of any agreed requirement.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_5)

Title of Investment Request	Edge of Care
Service Area	Children's Social Care / Early Help
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.350	0.350	0.350	0.350
Current Budget – Net (if bid adds to an existing budget)	N/A	N/A	N/A	N/A
Cumulative Savings / Cost Avoidance	(0.165)	(0.594)	(1.188)	(1.848)

Detail of bid

1. Outline why this growth in funding is required
The phrase 'Edge of Care' has become common terminology for describing children and families with a high level of need, such that an immediate or potential risk of family breakdown is present and entry to care is likely or imminent. The Edge of Care service will provide a supportive platform upon which to respond to families in crisis as well as an opportunity to deliver systemic change within our social care workforce. This will necessitate a long term plan (over five years) which will see a shift in the culture of delivery of social care in Rotherham. The proposed location of the service in Early Help will also ensure that the opportunity to intervene earlier when problems begin to emerge is enhanced by a robust continuum of evidence-based practice across the children's workforce. The Edge of Care service will involve the recruitment and development of a team of practitioners who will offer structured direct support to young people and their families in crisis, to enable them to remain within their immediate or wider extended family. This recurrent investment is in ten staff who will form a new Edge of Care team consisting of a team manager, social worker, psychologist, care co-ordinator (x2), family support worker (x4), and business support. Alongside other initiatives, this will give children and young people access to a range of services which support and enable them to remain safely with their families and therefore help to reduce LAC numbers and the cost of placements. There is also a saving associated with improving holistic outcomes for children, young people and families and giving them to the best chance to thrive without long-term reliance on services. The investment required would be a recurrent requirement as outlined above over the years 2017/18 to 2020/21. It is anticipated that there will be cost reductions compared to current forecast levels of expenditure across Looked after Children (LAC).
2. Outline any legal and statutory framework(s) relevant to the funding growth bid
The proposals contained in this report would contribute to the Council's compliance with its general duty under section 17 of the Children Act 1989, to safeguard and promote the welfare of children within its area who are in need and so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs.

3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget

The costs above are deemed necessary to fund the ten staff required to create an Edge of Care team capable of offering structured, direct support to young people and their families in crisis, to enable them to remain within their immediate or wider extended family.

4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed

LAC numbers would continue to increase adding further pressure to the CYPS revenue budget.

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

10 FTE staff who will form a new Edge of Care team consisting of:

Team manager x 1 FTE

Social worker x 1 FTE

Psychologist x 1 FTE

Care co-ordinator x 2 FTE

Family Support Worker x 4 FTE

Business Support x 1 FTE

Recruitment would be through the CYPS Recruitment Team.

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how will the outcomes be monitored?

The Edge of Care team is one part of a range of interventions planned as part of the wider Looked after Children Sufficiency Strategy. The Strategy seeks to deliver better outcomes for children in care by reducing the number of children in care settings through an 'invest to save' approach.

The implementation of Edge of Care and the expected reduction in LAC could lead to long term savings on the overall Looked after Children budget. It is estimated that Edge of Care alone could prevent 15 children entering care in the first year, increasing to 25 – 30 per year thereafter.

The location of the service within Early Help will support the creation of a continuum of interventions across the spectrum of families' needs and ensure that services are in a position to respond quickly and consistently as needs emerge. Long term, this strategy will push demand down from costly high tier services to less expensive early intervention.

Monitoring Outcomes

The Service would be part of the Early Help offer and will be performance managed as such.

However given the preventative nature of this intervention to the LAC sufficiency strategy, progress against anticipated outcomes will be monitored through a dedicated project team (consisting of Finance, the Adoption and Fostering Service Manager, Head of Service Early Help and the Commissioning Team) who will meet monthly. They will review: the number of children who have been diverted from care; LAC numbers and costs; and the proportion of placements across the different care settings. This information will feed into a wider Children's Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years' service needs.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_6)

Title of Investment Request	Multi-systemic Therapy (MST)
Service Area	Early Help
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	N/A	N/A	N/A	N/A
Current Budget – Net (if bid adds to an existing budget)	N/A	N/A	N/A	N/A
Estimated Savings (Cumulative)	(0.044)	(0.132)	(0.220)	(0.308)

Detail of bid

1. Outline why this growth in funding is required
When a child or young person is referred to MST it is because there is a risk that they will become looked after or go into custody. MST is an intensive therapeutic programme that works within the whole ecology of a young person. The MST therapist will work with the whole family; the parents, the community and the school at the same time. The aim is to work in a solution-focused, strengths-based approach to empower the family to take responsibility for solving problems and to improve family functioning. The model acknowledges the fact that the family will be there for the young person into the future and beyond any service intervention. A shared service agreement is in place between Barnsley and Rotherham. This means that each authority shares fifty percent of the cost and fifty percent of the capacity. Due to reduced staffing in 2015-16, this equated to fourteen cases from Rotherham last year. From August 2016 the team will be at full capacity with four therapists in post. This will enable the team to hold between 20 and 25 cases in this financial year. All referrals are screened by an Early Help Manager to ensure that the service is allocated to families with the highest need. MST has a strong evidence base, including data from the USA and Scandinavia that shows the long-term impact of the intervention. The Early Intervention Foundation's guidebook provides an evidence rating of four – the highest available and states that, 'MST has established evidence of improving family functioning and reducing youth offending and out-of-home placements. To date only one child who has engaged with MST has become looked after. Three children have been successfully re-settled at home following a period in care or custody. Alongside other initiatives, this will give children and young people access to a range of services which support and enable them to remain safely with their families and therefore help to reduce LAC numbers and the cost of placements. The investment required would be a recurrent requirement as outlined above over the years 2017/18 to 2019/20. It is anticipated that there will be cost reductions compared to current forecast levels of expenditure across Looked after Children (LAC). In 2016/17 the service is funded through the Troubled Families Grant. This funding will end in 2020 and, from 2018/19 is increasingly reliant on payment by results outcomes and therefore not assured.

2. Outline any legal and statutory framework(s) relevant to the funding growth bid
The Joint Service Agreement between Rotherham and Barnsley has been approved by legal teams in both local authorities. The delivery of MST contributes to the Council's compliance with its general duty under section 17 of the Children Act 1989, to safeguard and promote the welfare of children within its area who are in need and so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs.
3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget
The costs above are deemed necessary to co-fund the MST team capable of offering evidence-based, structured, direct support to young people and their families in crisis, to enable them to remain within their immediate or wider extended family. The shared service approach enables economies of scale by removing the need to fund a separate team at full cost in Rotherham.
4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed
Without intervention of this type and the wider LAC sufficiency strategy, LAC numbers would continue to increase adding further pressure to the CYPs revenue budget.
5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.
No staffing implications as all staff are Barnsley Council employees.
6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how will the outcomes be monitored?
MST is one part of a range of interventions planned as part of the wider Looked after Children Sufficiency Strategy. The Strategy seeks to deliver better outcomes for children in care by reducing the number of children in care settings through an 'invest to save' approach. The implementation of MST and the expected reduction in LAC could lead to long term savings on the overall Looked after Children budget. It is estimated that MST alone could prevent a minimum of four children entering care per year. <u>Monitoring Outcomes</u> Progress against anticipated outcomes will be through a dedicated project team (consisting of Finance, the Adoption and Fostering Service Manager and the Commissioning Team) who will meet monthly – liaising with the Troubled Families Service Manager – and review: the number of children who have been diverted from care; LAC numbers and costs; and the proportion of placements across the different care settings. This information will feed into a wider Children's Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years' service needs.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_7)

Title of Investment Request	Reunification Project - Looked After Children
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.090	0	0	0
Current (2016/17) Budget – Net (if bid adds to an existing budget)	N/A	N/A	N/A	N/A
Estimated Savings (Cumulative)	(0.132)	(0.264)	(0.264)	(0.264)

Detail of bid

1. Outline why this growth in funding is required
The need to continue to improve services and outcomes for children and young people is clear. The development of the Rotherham Looked After Children and Care Leavers Placement Sufficiency Strategy 2015-2018 set out the strategic actions to be taken to ensure children and young people on the edge of care are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted. This growth bid is one of a range of interventions planned which require investment to provide those support options for the child once looked after. A reunification scheme run by the NSPCC for Rotherham based on providing good quality support and training to Social Care Staff to enable successful reunification is currently operating as a pilot. The contract is for a two year period to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in their own family environment. This bid seeks budget investment for the second year of the pilot. The Council places too many young people in residential care. Care placements should be reviewed regularly and the option of reunification of the Looked After Child back to their birth family, where it is safe and appropriate should be considered. Although return home from care is the most common outcome for Looked After Children, research suggests that a significant number of children experience further abuse and neglect once they return home. Of those who return home, almost a third re-enter care within five years. The reunification project is working with families to support the child's return home and minimise the potential for their re-entry into care. The NSPCC developed the Taking Care framework in conjunction with Loughborough University. The DfE have since funded the NSPCC and the University of Bristol to create up-to-date evidence-informed practice guidance for Local Authority Social Workers to apply when considering reunification. The objective was to not only strengthen the assessment and decision making process when deciding whether a child should be returned home; but also to inform how to support children and families throughout the reunification process and following a child's return home.
2. Outline any legal and statutory framework(s) relevant to the funding growth bid

The service is currently operating as a 2 year pilot scheme. RMBC has taken into account national research to devise proposals which will assist it in improving services and carrying out its statutory duties towards its looked after children.					
3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget					
The service is currently operating as a pilot scheme for 2016/2017 – 2017/2018. Part of the pilot will transfer skills to existing workers which will ensure that reunification is embedded in everyday practice.					
4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed					
The reunification project works with the families to support the child's return home and minimise the potential for their re-entry into care.					
If the project and its approach is not continued the impact would be to increase the likelihood of children's re-entry into care and in further potential trauma for the child. This is a significant expense for the Local Authority as the average annual cost for each child that returns back into care is £61,614, compared to the average annual cost of supporting a child to remain at home of just over £5,600. These are national cost estimations.					
5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.					
This pilot is already in operation.					
Whilst there are no directly employed Local Authority posts allocated to this service, the NSPCC is currently operating the £90k per annum contract with:					
2 FTE (equivalent) NSPCC CSP's and they will aim to undertake 10 pieces of case work at any one time					
0.5 FTE Team Manager					
Senior Management oversight					
At the end of the contract the work will be sustained as a result of the transfer of skills and approach to the Looked After Children team.					
6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?					
Longer Term Benefit and Revenue Savings					
Reunification project forms part of the 'Edge of Care' suite services and supports the wider Looked after Children Sufficiency Strategy. The Strategy seeks to deliver better outcomes for children in care by reducing the number of children in settings through an 'invest to save' approach.					
	2016/17	2017/18	2018/19	2019/20	2020/21
Savings (Reduced spend on in-house and independent care provision) Savings are year by year not cumulative	-	£0.132m	£0.132m	0	0
Children returned home from Care, reducing number of LAC	-	12	0	0	0
Outcomes monitoring					
LAC Sufficiency is a major project within the Children's Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Progress against the individual and overall anticipated outcomes and financial savings will be monitored through a dedicated Project Team (Head of Children in Care, LAC Service Managers, Early Help Transformation Lead, Finance, and the Commissioning and Performance Team) and reported monthly to the Children's Transformation Programme Board.					

They will review: the number of children who have been prevented from entering care; LAC numbers and costs; and the proportion of placements across the different care settings, number of placement breakdowns. This information will feed into a wider Children's Social Care predictive analytics model of the social care population and be used to update the in-year forecast of expenditure and future years' service needs

Outcomes will also continue to be monitored by the Reunification Steering Group which has representation from Social Care, Commissioning and NSPCC until the practice is mainstreamed.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_8)

Title of Investment Request	Single Assessment Review Duty Team
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.166	0.166	-	-
Current Budget – Net (if bid adds to an existing budget)	1,541	1,556	1,571	1,571
Estimated Savings (Cumulative)	N/A	N/A	N/A	N/A

Detail of bid

1. Outline why this growth in funding is required
The current Duty Team arrangements have been in place since March 2015, based on four Duty Teams operating on a four weekly cycle. The team on duty are responsible for all incoming assessments during their duty week. Between the end of a duty period and the start of the next it is expected that social workers will have progressed the work and be able to pick up new referrals. The number of referrals progressing to assessment can fluctuate between 45 and 115 children per duty week depending on demand, averaging around 75 children. As part of the improvement journey the timeliness and quality of assessments has been a key focus. The four week cycle only allows 15 working days between duty periods and as a consequence the quality and timeliness of the assessments is being impacted. This has resulted in social workers entering a new duty period with a carryover of caseloads of approximately 15 children. A resultant reduction in performance has been experienced The additional resource would allow for a fifth Duty Team and a cycle of 20 days between each duty week which would impact on the ability to progress work and afford the team manager sufficient time to provide robust management oversight and complete all management tasks. The five team structure will also allow for the current Service Manager to refocus on Team Management development and improving the standard of service delivery.
2. Outline any legal and statutory framework(s) relevant to the funding growth bid
All assessments are completed in compliance with Working Together 2015. Rotherham undertakes single assessments based on presenting needs.
3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget
The new proposed structure would require only 2 additional social workers and one additional team manager, reducing the team size from seven to six full time social workers per duty team. This is the minimum requirement to ensure all teams remain operational.
4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed
Continued lack of capacity to progress cases in a timely manner.

Increased carryover of caseloads to duty.

Likelihood of an increase in the number of re-referrals into the system and reduction in the quality of assessments.

Reduced management capacity to complete management task and impact on oversight.

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

2 x Level 3 Social Worker (Grade K)

1 x Team Manager (Grade L)

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?

This additional resource will enable timely and good quality assessments to be undertaken by the Duty Team ensuring that children are safe and their risks/needs assessed.

Good quality assessments identifying both risks and needs will ensure appropriate support for the children and their families at their first involvement. This should reduce the number of re-referrals into the system ensuring cases are progressed appropriately, with the right information to put the right plan in place.

Outcomes monitoring

Children's Social Care is a major project within the Children's Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Performance of the Duty Teams is monitored as part of the fortnightly performance meetings Bi weekly performance meetings and CSC Management Team Meetings. Progress will be reported monthly to the Children's Transformation Programme Board and Children's Improvement Board.. Managers have access to daily performance data and individual case records.

Outcomes and quality of practice will also be monitored through the Beyond Auditing framework as well as monthly management audits.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_9)

Title of Investment Request	Appointment of Newly Qualified Social Workers (x 22)
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.000	0.900	0.450	0.000	0.000
Current Budget – Net (if bid adds to an existing budget)	17.672	17.672	17.672	17.672	17.672
Cumulative Savings / Cost Avoidance	(0.000)	(0.330)	(0.715)	(0.825)	(0.825)

Detail of bid

1. Outline why this growth in funding is required
In order to meet the demands of the Workforce Development Improvement actions in the Children and Young People's Service Improvement Plan, the Council needs to continue with its annual recruitment of a cohort of Newly Qualified Social Workers (NQSWS) into the Children and Young People's Services. It is considered business critical to continue this investment and the infrastructure is in place to support them with high quality placements and support. The recruitment of 22 permanent social workers will enable the phased reduction in 11 agency workers over the next 12 months and the reduction of a further 11 agency on completion of their first year in practice. This will reduce cost and help to create a permanent stable workforce. This is an invest to save initiative. On average a permanent experienced social worker costs £20k to £25k less per annum than the agency equivalent. The phased reduction of agency workers as a consequence of employing NQSW's provides a significant cost reduction. Heads of Service and the Principal Social Worker have been involved in the decision making about the placements for the NQSW's and the impact of inexperienced social workers on the teams and caseloads. As a result of this there is a plan of when 11 experienced agency social workers will leave and this is phased over the next 12 months.
2. Outline any legal and statutory framework(s) relevant to the funding growth bid
N/A
3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget
The Children's Social Care staffing budget is already over spending due to the well documented improvement plan initiated following Jay, Casey and Ofsted. This investment will help the transition to a stable permanent workforce.

4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed

Continued reliance on high cost agency social workers.

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

The CYPS Recruitment Team has been tasked with the campaign including an Assessment Centre and interviews.

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?

Continuing the strategy of growing experienced and qualified social workers will over the medium and longer term enable the transition from a significant reliance on agency staff, which has approached 20% of the workforce over the last two years, to permanent employees. The percentage of agency staff would be expected to fall below ten percent from April 2018.

This strategy will not initially generate budget savings; however it will facilitate the release of agency staff over the next twelve to eighteen months and therefore reduce the size of the current staffing overspend. Over the next twelve months there will be a phased reduction of eleven agency members of staff and once the NQSWs have completed their first year with the authority a further eleven agency staff will be released as the 2016 NQSW intake move into permanent roles and are able to take on full caseloads.

Outcomes monitoring

Children's Social Care is a major project within the Children's Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Progress will be reported monthly to the Children's Transformation Programme Board and Children's Improvement Board.

The expected outcomes in terms of permanent employees replacing temporary agency staff and the associated cost reduction will be closely monitored as part of the monthly budget monitoring process. Existing fortnightly performance reviews chaired by the Deputy Director of Social Care and monthly budget holder monitoring meetings will continue. In addition a project team consisting of the Head of Finance, CYPS Resourcing Team Leader and Business Support will meet regularly to agree "one version of the truth" staffing establishment and measure agency release against the timescale forecast.

2016/17 Budget Planning – Investment Bid (Ref: CYPS_10)

Title of Investment Request	Workforce Development and Practice Improvement
Service Area	Children's Social Care
Directorate	Children and Young People's Services
Responsible Advisory Cabinet Member	Councillor Watson

Financial summary

	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	2020/21 (£m)
Total amount of funding sought (net, after accounting for any other income sources)	0.061	0.339	0.494	0.406	0.406
Additional funding requirement (subject to review)	0.000	0.489	0.489	0.489	0.489
Current Budget – Net (if bid adds to an existing budget)	0.137	0.137	0.137	0.137	0.137
Estimated Savings (Cumulative)	N/A	N/A	N/A	N/A	N/A

Detail of bid

1. Outline why this growth in funding is required
Professional social work practice in Rotherham has been the subject of much scrutiny in recent years. The quality and impact of Social Work is one of the key issues leading to the inadequate OFSTED judgement in 2014. In order to ensure that the quality of Social Work practice consistently and systematically improves, a learning and development programme for Social Workers, through the professional journey from ASYE (1st year in practice), through the practitioner career and into Management and Leadership levels is essential. The most improved local authorities (Hackney / Leeds) have demonstrated the importance of linking social work development to professional methodology in achieving better outcomes (both for children and on inspection). The learning offer in Rotherham is currently underdeveloped. A recent review of the learning offered to children's Social Workers in the borough identified that there are a very low levels of formal training sessions provided (individually and collectively these would be woefully inadequate to achieve the level of improvement in Social Work practice necessary). Though a commissioning budget does exist (£137k) this is provided to cover commissioned training for the whole CYPS Directorate, and not specific to the Social Work cohort. There is currently an insufficient learning and development structure, the absence of Rotherham "trainers" means that the Council is almost entirely dependent on commissioned training at this time. In the event that learning is to be embedded into the organisational culture, an improved and expanded training (and later research) function will be required. The professional landscape for Social Workers requires continuing professional development be embedded into the role. The regulatory body (Health Care Professions Council) sets out the minimum standards for Social Work CPD with the potential for Social Workers to be audited with regard to their professional development in order to retain registration. There is also the potential for Social Workers to need to undertake further accreditation (likely 2018 onwards) which will produce further requirements in relation to employer's ability to train and develop these staff. Recruitment of Social Workers and Managers is consistently difficult, and a failure to retain

permanent staff leading to reliance on agency staff is one of the major factors leading to budget overspend and inefficiency in Children's Services. Research indicates that in retention terms, the learning and development offer is key in ensuring stability in the workforce over time (Eileen Munro – Review of Social Work in England and Wales 2011).

In this context, it is essential that Rotherham Council invest in the training and development of its Social Workers, in order to improve practice and produce better outcomes for children (potentially leading to longer term savings across the corporate function), reduce the risk of continued inadequate OFSTED judgements and help to improve the retention of Social Workers in the borough in the longer term.

There are 3 elements to the investment requested:

1. **Expansion of the current learning and development structure.** – Set out at section 5
2. **Commission of bespoke learning for Social Workers, Managers and Leaders of the organisation.**

The emerging Learning & Development Programme for Social Workers propounds a long term approach to the training of this cohort. In year one (2016 / 17) a Restorative Approach is suggested, to be provided for. This approach will provide consistent message in relation to *challenge and support* in practice and through the management and leadership functions. This approach has proven benefits (see Leeds OFSTED Inspection Report 2015) and has already been adopted in Rotherham's Early Help Services. The Restorative Model will be supplemented in year 1 with an additional training for all staff, prompted by the learning from audits, focussing on basic practice refresh – in the areas of law, assessment and intervention methodologies, risk identification and management, recording practice and direct work with children.

During Year 2, the role out of the *Signs of Safety* methodology is proposed. This model is nationally significant and has been the subject of a recent Innovation Project (DFE – led by Professor Eileen Munro, London School of Economics). This model has often (when used consistently) been instrumental in producing good outcomes for children by helping practitioners to identify and build on (with parents and carers) the strengths they and others in their extended network have. The model is based on mitigation of risk through building resilience, and is consistent with programmes such as family group conferencing. The programme is typically delivered through a licensing arrangement.

During Year 3 and beyond, the proposal is to build on the more basic methodologies set out above, with a therapeutic training provision in relation to systemic practice. This is the methodology underpinning Hackney's *Reclaiming Social Work* model – Hackney is an outstanding local authority for its Children's Social Care functions. The model is delivered (usually) by the Institute for Family Therapy and will produce practitioners capable of having real impact in interventions with families through their ways of working. The cost of providing training for 150 staff (all managers and leaders and 25% of Social Workers) in year one of this provision would be £175,000. This cost will reduce to circa half (£87,500) in subsequent years, with a further 25% of the workforce trained each year thereafter.

3. **Organisational commitment to the importance of learning for Social Workers such that regular operational absence for this purpose is projected and built into the staffing structure of services.**

(NOT INCLUDED IN THIS REQUEST FOR INVESTMENT)

In the event that RMBC is committed to promoting the quality of its professional function, the time taken from operational delivery to support learning will need to be accounted for. It is usual for professional groups (Doctors / Nurses / Teachers) to account for time away

from the service delivery role such that learning and professional development is an acceptable and important task. Based on an expectation that each social worker and team manager will need to take 15 days to attend the training and embed the learning into their practice (restorative practice 2 days, signs of safety 7 days plus 6 days action learning) per year, across a Social Work and Team Manager (equivalent) cohort of 197 full time equivalents, this would require circa 10 additional posts at a cost of £489,000.

The proposal is to use the additional investment to supplement the existing Advanced Practitioner role in the children's social work structure. Currently, Advanced Practitioners in Rotherham, provide the most senior of the social work practice functions. The post offers incentives to senior and experienced social workers to remain in practice, helping to provide a career structure for practitioners. The post also has a number of specific practice functions, around the mentoring and development agenda (in teams), by leading practice improvement through coaching, direct teaching, observation and feedback. This post would be crucial to embedding real practice change in Rotherham, though in existing arrangements if available in only 9 of the 20 fieldwork teams. By using the additional resource to support learning, to supplement this level within the social work structure, Advanced Practitioners could be embedded in every children's team and used to provide additional capacity to cover social work absence as a result of training / learning time (both upward for Team Managers and downward, for social workers), whilst also providing the additional functions (set out above) across all teams.

The associated service impact of not taking this approach would be the loss 19,000 social work hours per annum.

2. Outline any legal and statutory framework(s) relevant to the funding growth bid

The children's social care functions are required by statute. The Children Acts 1989, 2002 and 2004 set out the obligations of the local authority most completely, with the duties to provide services for *children in need*, investigate *actual or likely significant harm*, and protect children from abuse. *Working Together to Safeguard Children* provides the statutory guidance in relation to the local authority's functions.

In brief terms, the local authority is required to (not exhaustive):

- Safeguard, protect and promote the welfare of children in need and children suffering significant harm, through provision of services, assessment and intervention, public law applications, help for extended families and provision of care and leaving care services.
- Chair case conferences and statutory reviews of looked after children;
- Have sufficient accommodation to meet the needs of the looked after population;
- Provide a function to ensure the address of allegations against staff working with vulnerable people;
- Provide advocacy and rights services for children;
- Contribute to local Safeguarding Board and other multi-agency arrangements to ensure co-operation and effective work in these areas across the partnership.

As set out above, Social Workers are professionals required to register with and regulated by the HCPC, and compliance with the requirement of the regulator, regarding continuing professional development is needed.

3. Outline management efforts taken to reduce the size of this bid or to contain/minimise the associated financial pressure within the current budget

The proposals set out above are based on a realistic projection about the number of staff who would need to be trained, in each team and service to have a significant overall impact on the quality of practice, beyond the actual trained cohort. The figures given for the commissioned systemic training

provision are based on the training of the entire management cohort (required to lead and embed practice change) with 25% of the remaining workforce (practitioners) receiving that training in year one. The proposal suggests a provision on the basis of a continued 25% practitioner training in forthcoming years. This will produce roughly 2 practitioners per team by the end of 2018 who are trained in systemic practice, with a further 2 in each team in forthcoming years. This is the minimum required to have a significant impact on practice.

With regard to the *Signs of Safety* methodology – attempts are being made to clarify the relative costs and benefits of the licensed and non-licensed route, with a view to minimising unnecessary expenditure whilst retaining the required practice impact.

The proposals around additional staffing (both by way of creation of a fit for purpose training function and backfill for release of operational staff for training) are explained within the report. Attempts have been made to slim these functions and costings have taken into account existing posts in the structure (for example the current Practice Auditors and Consultant Social Workers).

4. Identify the consequences and outcomes to the service, service users and members of the public if the funding growth bid is not agreed

As set out in section 1, there are multiple potential consequences of failing to provide an adequate learning and development offer to support the professional Social Work function.

1. The potential for Social Work practice to insufficiently improve, leading to further inadequate OFSTED judgements with the associated organisational and reputational risk;
2. The potential negative impact on Rotherham's ability to recruit and retain Social Workers, in a national context of significant professional shortage at practitioner and management levels. This will lead to a reliance on agency staff and continued financial pressures;
3. In the national context, more and more local authorities are moving towards a model of methodological embedding, producing a more professional, consistent and skilled function. If Rotherham is to compare favourably in the medium and longer term (both on inspection, by way of recruitment potential and by way of best outcomes for its youngest and most vulnerable residents) this investment is essential.

5. Outline any staffing implications of the growth bid (using FTE figures where relevant) – e.g. recruitment requirements, re-deployment, temporary/agency contracts etc.

The current training function is currently comprised of a small number of posts across the Safeguarding (Child's Social Care) Service and Commissioning Service. Currently, the only dedicated training posts are 2 Coordinator posts (Partnership and Standards respectively). In the Safeguarding Service, 3 Practice Consultants (Grade K) contribute a part of their current role (roughly 40%) to the training agenda.

The proposal is to create a "Quality and Learning Service" under the current Head of Safeguarding, bringing audit and learning functions under one Service Manager – with a responsibility to lead on the cultural, quality and practice changes needed across the organisation. Under this Service Manager, the proposal is to retain 2 bespoke Audit Consultant posts (likely Grade K), 4 Learning and Research Officers (likely Grade K) and one Learning and Development Manager (likely Grade L), in addition to the 2 existing Coordinator posts (currently Grade J and I). The new posts proposed will be Social Work professionals (with expertise in the field of learning and development).

This (if accepted) would provide the capacity to develop an RMBC Social Work learning offer, reducing the long term dependence on commissioned training and begin to embed the learning culture required to successfully and sustainably improve. The increase in cost for this service would be £319,000.

6. What are the longer term benefits that the investment could bring; any revenue savings if applicable; and how the outcomes will be monitored?

Summary of investment

	2016/17	2017/18	2018/19	2019/20	2020/21
Expansion of the current learning and development structure	31,000	318,945	318,945	318,945	318,945
Commission of bespoke learning	30,000	20,000	175,000	87,500	87,500
Total Investment	61,000	338,945	493,945	406,445	406,445
Staffing Investment (operational absence) **UNDER REVIEW**	0	488,830	488,830	488,830	488,830

The associated measures / benefits are:

- Identifiable practice improvement – measured through audit, Monitoring Visits (OFSTED) and Inspection (OFSTED);
- Better outcomes at an earlier stage for children, resulting potentially in fewer children in care and within the statutory parts of the CSC function;
- Increased retention and successful recruitment of Social Worker leading to Rotherham being an employer of choice in the region.
- Positive reputational impact.

Outcomes monitoring

Workforce Development for Children's Social Care is a major project within the Children's Transformation Programme. The senior lead for the Project is the Deputy Strategic Director for CYPS. Progress will be reported monthly to the Children's Transformation Programme Board and Children's Improvement Board.

Summary Sheet

Council Report

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title

Rotherham Community Infrastructure Levy (CIL)

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

Yes, and has been included on the Forward Plan

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration & Environment

Report Author(s)

Andy Duncan, Planning Policy Manager, Planning, Regeneration & Transport

Ward(s) Affected

All wards

Summary

The report seeks approval for the adoption of Rotherham's Community Infrastructure Levy (CIL). This is a new means of securing funding for the infrastructure required as a result of development proposed in the Council's Local Plan. An independent examination has been held into the CIL Charging Schedule, which sets out the rates the Council proposes to charge qualifying development. The examiner has concluded that the Council's proposals strike an appropriate balance between funding infrastructure via the levy and the potential effects on the economic viability of development in the Borough. Having passed examination, the Council can now progress to adopt and implement the Levy.

Recommendations

1. That the Rotherham CIL Charging Schedule be approved and recommended to Council to be adopted, with a provisional implementation date of 6 April 2017.
2. That the Rotherham CIL Instalments Policy be approved.
3. That the procurement of appropriate software to implement and monitor the CIL charge be approved, subject to the Council's normal procurement policies.

List of Appendices Included

Appendix 1: Rotherham CIL Charging Schedule
Appendix 2: Rotherham CIL Regulation 123 List
Appendix 3: Rotherham CIL Instalments Policy

Background Papers

Examiner's report on Rotherham CIL Charging Schedule:

<http://rotherham.objective.co.uk/file/4110121>

Consideration by any other Council Committee, Scrutiny or Advisory Panel

The Rotherham CIL Charging Schedule was considered by Overview and Scrutiny Management Board at its meeting on 4 November 2016.

Council Approval Required

Yes

Exempt from the Press and Public

No

Title

Rotherham Community Infrastructure Levy (CIL)

1. Recommendations

- 1.1 That the Rotherham CIL Charging Schedule be approved and recommended to Council to be adopted with a provisional implementation date of 6 April 2017.
- 1.2 That the Rotherham CIL Instalments Policy be approved.
- 1.3 That the procurement of appropriate software to implement and monitor the CIL charge be approved, subject to the Council's normal procurement policies.

2. Background

- 2.1 Rotherham's Community Infrastructure Levy (CIL) will help to secure funding to support local infrastructure required as a result of development proposed in Rotherham's Local Plan. Introduced via the Planning Act 2008, CIL will largely replace Section 106 financial contributions that are negotiated on a site-by-site basis as part of securing planning permission. Section 106 will still be used, where appropriate, to secure affordable housing and on-site mitigation of any negative impacts of development.
- 2.2 CIL is mandatory for certain types of development and is charged on a pounds sterling (£) per square metre rate of new development floorspace. The CIL rates, set out in a charging schedule (**Appendix 1**), are dependent on development type and geographical location.
- 2.3 The charging schedule is accompanied by a "Regulation 123" list (**Appendix 2**) which sets out what types, or specific items, of infrastructure the Council may fund, in whole or in part, from CIL income. If an item is listed in the Regulation 123 list to be funded via CIL, the Council cannot then require funding for the same item via Section 106. This prevents double charging via both CIL and Section 106 payments.
- 2.4 It is proposed to offer payment of the CIL charge by instalments (**Appendix 3**).
- 2.5 Rotherham's CIL has been prepared in tandem with the Local Plan. An Infrastructure Delivery Study established what infrastructure would be required to support the Local Plan's proposals for new development. Revenue from CIL has to be ring-fenced for infrastructure but the Council has flexibility to determine what its priority infrastructure projects should be to help deliver the development in the Local Plan.
- 2.6 Further studies into the economic viability of development in the Borough have led to two periods of consultation on the Council's CIL proposals. The latest, on a CIL Draft Charging Schedule (approved by Cabinet 05/11/2014, minute C89 refers), was undertaken between 24 November 2014 to 5 January 2015. An earlier CIL Preliminary Draft Charging Schedule was published in August 2013 and subject to public consultation between 5 August and 7 October 2013. As part of the CIL production process two developer workshops were held on 12 December 2012 and 19 June 2014.

- 2.7 This process culminated with the submission and examination of the CIL by an independent planning inspector. The CIL was submitted for examination by the Council on 12 February 2016 (approved by Council 27/1/16, minute 121 refers), with the examination being held on 28 April 2016.

3. Key Issues

Adoption

- 3.1 The Council has carried out public consultation on the CIL Draft Charging Schedule and has amended the document as a result. The planning inspector has examined the schedule and has found the document to be sound, subject to some modifications which are set out in the examiner's report. In summary, these relate to some wording changes to clarify the definition of certain types of development and to replace the maps in the draft document with clearer versions. These modifications have been made to the CIL Charging Schedule.

Implementation

- 3.2 Before implementing the CIL Charging Schedule it must first be adopted by the Council. Following adoption, the Council can then determine a date for the charging schedule to come into force.
- 3.3 A project group is working on the practicalities of implementing the charging schedule. This primarily involves the Planning, Finance and Legal services. The Council will also need to implement a robust software system for the collection, recording and monitoring of CIL income. As such, the Council's Procurement service is assisting.
- 3.4 Bearing in mind the time for the formal approval process, the technical work that is required to implement the charge, the level of staff resource available and other work priorities (for instance, the ongoing independent examination of the Local Plan), the earliest realistic date to begin charging is 6 April 2017. Officers are working to this date. This will allow the necessary time to procure, install and test the CIL software; train staff in its use and the CIL generally, implement cross-service working protocols; and, raise awareness with developers and planning agents that the CIL charge will commence.

Monitoring and spending CIL income

- 3.5 A Council Infrastructure Delivery Group made up of members and senior officers will oversee the implementation of the CIL Charging Schedule. This group will also monitor the income received from the charge and consider the infrastructure that should be funded by such income. The reporting and approval route for spending decisions will need to be agreed.

4. Options considered and recommended proposal

- 4.1 The Council could decide not to adopt the CIL Charging Schedule. This would retain reliance on ad hoc Section 106 agreements from developments. As of April 2015, local authorities can no longer "pool" Section 106 receipts from different developments or types of development. This restricts the future income the Council

can expect from Section 106 and is in line with the Government's intention that Section 106 agreements should be phased out.

4.2 In contrast, implementing CIL has many benefits, including:

- It is fairer and more transparent – the charge will be spread over more developments and developers will know the charge in advance.
- It gives the Council and local communities the freedom to set infrastructure spending priorities.
- It provides a more predictable funding stream – unlike the uncertainty of Section 106 agreements that must be justified on a case by case basis.
- It gives developers more certainty and quicker planning decisions – developers can factor the CIL charge into land purchase decisions and avoid lengthy Section 106 negotiations.
- The neighbourhood portion of CIL income rewards communities that accept new development – a proportion of CIL income goes directly to parishes where new development occurs, helping to fund new infrastructure decided by local people.
- At the same time the Council can focus spending on strategic infrastructure by using CIL income (in whole or part) rather than being reliant on Section 106 agreements.
- Implementation of CIL is supported and promoted by Government.
- The CIL rates are set at an affordable level to avoid harming development viability.

4.3 It is recommended that the Council adopt and implement the CIL Charging Schedule.

5. Consultation

5.1 Consultation on the CIL Charging Schedule was carried out in line with legislative requirements. This has entailed two periods of public consultation:

- CIL Preliminary Draft Charging Schedule (5 August – 7 October 2013)
- CIL Draft Charging Schedule (24 November 2014 – 5 January 2015)

5.2 Both consultations were targeted primarily at developers and their agents and infrastructure providers, but also councillors, parish councils, other local authorities and the public. The consultation periods were supplemented by two developer workshops on 12 December 2012 and 19 June 2014.

5.3 Following the independent examination of the CIL Charging Schedule, at the examiner's request the Council carried out further consultation on some additional viability evidence and amended definitions for certain types of development. This consultation ran from 9 to 23 May 2016.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The table below sets out the timescale and accountability for implementing the recommendations in this report:

Stage	Date	Accountability
Report to Cabinet/ Commissioners' Decision Making Meeting regarding approval of the CIL Charging Schedule	14 November 2016	Cabinet/ Commissioners
Report to Council regarding adoption of the CIL Charging Schedule	25 January 2017	Council
Implementation of the CIL Charging Schedule	6 April 2017 (provisional)	Planning Policy/ CIL Project Group

7. Financial and Procurement Implications

- 7.1 In the majority of cases, CIL charges will replace the amounts currently paid by developers via Section 106 agreements so most developers are not likely to notice a difference in cost. However, developments that have been below current Section 106 size thresholds will now be required to make a contribution towards cumulative infrastructure costs.
- 7.2 It is important to stress that, although significant, CIL revenue will only help to contribute towards total infrastructure costs. In the early years of the CIL charge, revenue will remain relatively modest and is likely to play a more important role in helping to release other funding sources. In the later years of the Local Plan period as larger residential developments are built out, CIL income is projected to average around £1.3m per annum. As the economy improves there may be scope to revise the CIL charging rates.
- 7.3 The Planning Service has met the costs associated with the production of the Community Infrastructure Levy, including its consultation, from existing budgets. Legal Services (statutory costs) have covered the costs of the examination, including the appointment of an examiner. The CIL Regulations allow for up to 5% of CIL income to be used for the preparation and ongoing administration of CIL which, in the first three years of CIL implementation, can be pooled on a rolling basis to meet the initial preparation and set-up costs. It is intended that the Council will employ this provision.
- 7.4 The cost of any software system the Council's purchases to implement and monitor the CIL charge can also be recouped from CIL income as described above. Finance and Procurement Services are represented on the CIL project group.

8. Legal Implications

- 8.1 This report and appendices have been agreed with Legal Services. The adoption and implementation of CIL will require ongoing support from Legal Services to ensure the

Council meets the requirements of the appropriate regulations. Legal Services are represented on the CIL project group.

9. Human Resources Implications

- 9.1 The implementation of CIL will require a dedicated officer to ensure charges are levied at the appropriate rate and at the correct stage in the development process. Ensuring charges are paid on time will require close working between the Planning, Legal and Finance services. Discussions are ongoing over how such a post will be provided, whether by reassignment of an existing officer or a new post. CIL income can be used towards the cost of this post.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 Provision of new school places at named schools is included in the CIL Regulation 123 List as infrastructure that may be funded by CIL income. Continuing close working between the Planning and Education services will be required to prioritise and programme such spend as appropriate. This will be overseen by the Council's Infrastructure Delivery Group.

11. Equalities and Human Rights Implications

- 11.1 There are no equalities or human rights implications associated with adoption of the CIL Charging Schedule.

12. Implications for Partners and Other Directorates

- 12.1 The CIL will enable the Council to help fund infrastructure, provided by a range of services, both within and beyond the Council. Preparation of the Levy, and its supporting evidence base, has involved significant collaboration with other internal Council services and various external bodies responsible for the provision of infrastructure. It is essential this joint working continues to enable the infrastructure needs of development to be identified in advance of its implementation. It will also be important to ensure that the CIL rates remain appropriate given the need to respect economic viability trends, be they better or worse than those at the time of CIL preparation.
- 12.2 The Council will need to establish mechanisms to identify its priorities for spend of CIL income in the most efficient manner, to achieve timely and relevant infrastructure.
- 12.3 It is proposed that prioritisation of CIL revenue spend on items shown on the Regulation 123 List will be guided by an Infrastructure Delivery Group. This will also be informed by liaison with developer and infrastructure service providers to help support the delivery of the Local Plan.
- 12.4 Recommendations on the priorities for CIL spend, and the rationale behind these decisions, including linkages with the Council's capital strategy process, will be reported to future meetings.

13. Risks and Mitigation

- 13.1 The Community Infrastructure Levy is one of the key funding mechanisms that can help fund the infrastructure needed to deliver the development proposed in Rotherham's Local Plan.
- 13.2 Failure to introduce a local CIL could restrict the Council's ability to ensure that new development contributes to strategic infrastructure, such as transport and education. This type of infrastructure is most likely to be affected by the limitation on pooling Section 106 obligations which came into force nationally in April 2015. It is a priority that Rotherham adopts its CIL Charging Schedule as soon as practically possible.
- 13.3 The Sheffield City Region Devolution Deal may potentially result in future proposals for a City Region-wide Community Infrastructure Levy. At present though, there are no firm proposals for this and the introduction of a CIL remains a decision for individual councils.

14. Accountable Officer(s)

Damien Wilson
Strategic Director of Regeneration & Environment

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:-
Jonathan Baggaley, Finance Manager

Director of Legal Services:-
Sumera Shabir, Planning Solicitor

Head of Procurement (if appropriate):-
Kerri Moxon, Procurement Category Manager

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

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

Title: Rotherham Community Infrastructure Levy**Appendix 1: Rotherham CIL Charging Schedule****Rotherham Metropolitan Borough Council
Community Infrastructure Levy (CIL)
Charging Schedule: July 2016****1. Statement of statutory compliance**

- 1.1 Rotherham Metropolitan Borough Council is a Charging Authority for the Community Infrastructure Levy (CIL) and has produced a Draft Charging Schedule that has been approved and published in accordance with Part 11 of the Planning Act 2008 (as amended) and the CIL Regulations 2010 (as amended).
- 1.2 In setting the levy rates, in accordance with CIL Regulation 14, the Council has struck an appropriate balance between:
 - the desirability of funding from CIL (in whole or in part) the actual and estimated total cost of infrastructure required to support the development of the Borough, taking into account other actual and expected sources of funding; and
 - the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across the Borough.
- 1.3 The Charging Schedule was approved by Rotherham Metropolitan Borough Council on [date to be inserted following Council approval].
- 1.4 The Charging Schedule will come into effect on [date to be inserted following Council approval].
- 1.5 The Council will keep the Charging Schedule under review to assess the operation and impact of the charging rates on development and to take account of subsequent development plan documents.

2. Proposed CIL rates

- 2.1 The Council will charge the following levels of Community Infrastructure Levy, expressed as pounds sterling (£) per square metre, on the gross internal floorspace of net additional liable development. For residential uses the CIL charge rates vary by the zones shown on Maps 1 to 6 appended to this schedule; for all other uses the amounts apply Borough-wide.

Development type	Charge area (see Maps 1 to 6)	CIL charge rate (£/m ²)
Residential Zone 1 High	Broom, Moorgate, Whiston, Wickersley, Bramley & Ravenfield	£55
Residential Zone 2 Medium	Rural North West, the Dearne and South Rotherham	£30
Residential Zone 3 Low	Rest of Rotherham Urban Area (part)	£15
Residential Zone 4	Bassingthorpe Farm Strategic Allocation	£15
Retirement Living ¹	Borough-wide	£20
Supermarket ²	Borough-wide	£60
Retail Warehouse/ Retail Park ³	Borough-wide	£30
All other uses	Borough-wide	£0

¹ Retirement Living are residential units which are sold with an age restriction typically over 50s/55s with design features and support services available to enable self-care and independent living. For the purposes of the CIL charge, this type of development has been excluded from the residential use category.

² Supermarkets are shops above 370 square metres gross internal floorspace where weekly and daily food shopping needs are met and which can also include non-food floorspace as part of the overall mix of the unit.

³ Retail Warehouses/Retail Parks are stores above 1,100 square metres gross internal floorspace (this includes any mezzanine floorspace) selling comparison goods such as bulky goods, furniture, other household and gardening products, clothing, footwear and recreational goods.

3. Calculation of the Chargeable Amount of CIL

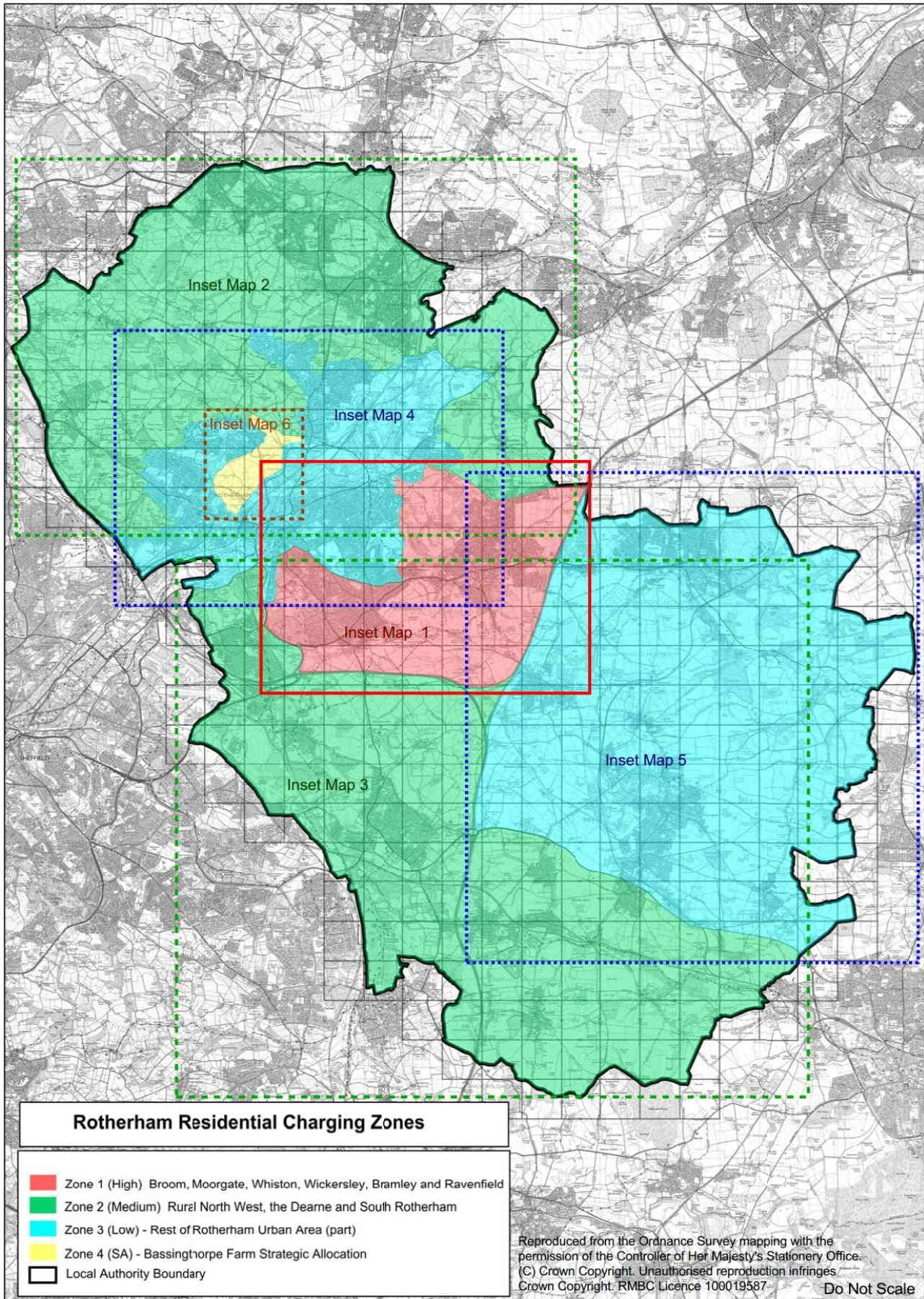
- 3.1 The method of calculation of the amount of CIL to be paid for liable development is set out in Part 5 (Regulation 40) of the Community Infrastructure Levy Regulations 2010 (as amended).
- 3.2 In summary (and subject to any changes that have occurred or may occur as result of future amendments to the Regulations) the amount of CIL chargeable will be calculated as follows:

$$\frac{\text{CIL rate x chargeable floor area x BCIS}^4 \text{ Tender Price Index (at date of planning permission)}}{\text{BCIS Tender Price Index (at date of charging schedule)}}$$

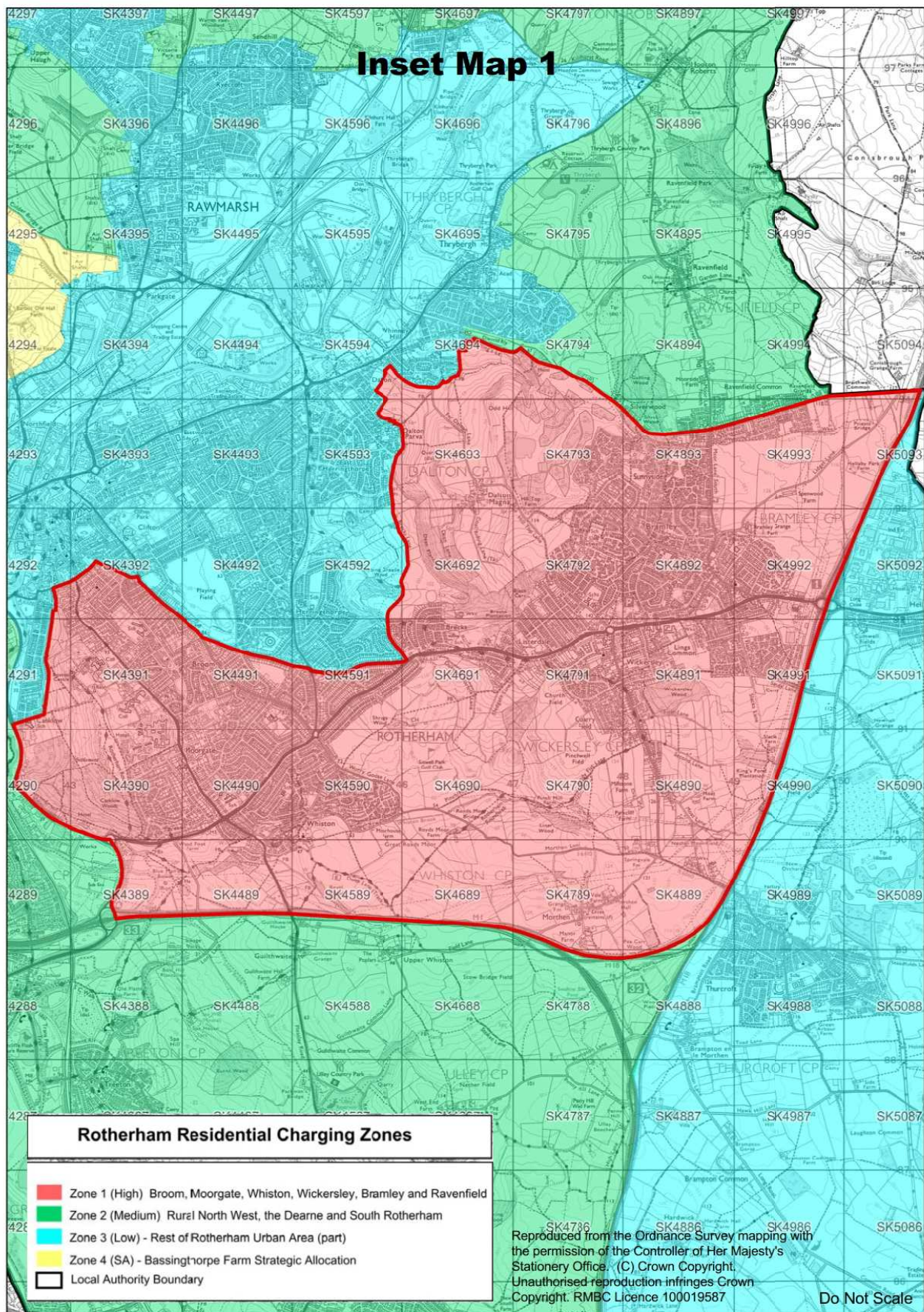
- 3.3 This summary does not take account of every aspect of the CIL Regulations, which should be read in conjunction with this document. The regulations are available at <http://www.legislation.gov.uk/ukxi/2010/948/made>

⁴ BCIS Building Cost Information Service published by RICS at <http://www.rics.org/uk/knowledge/bcis/>

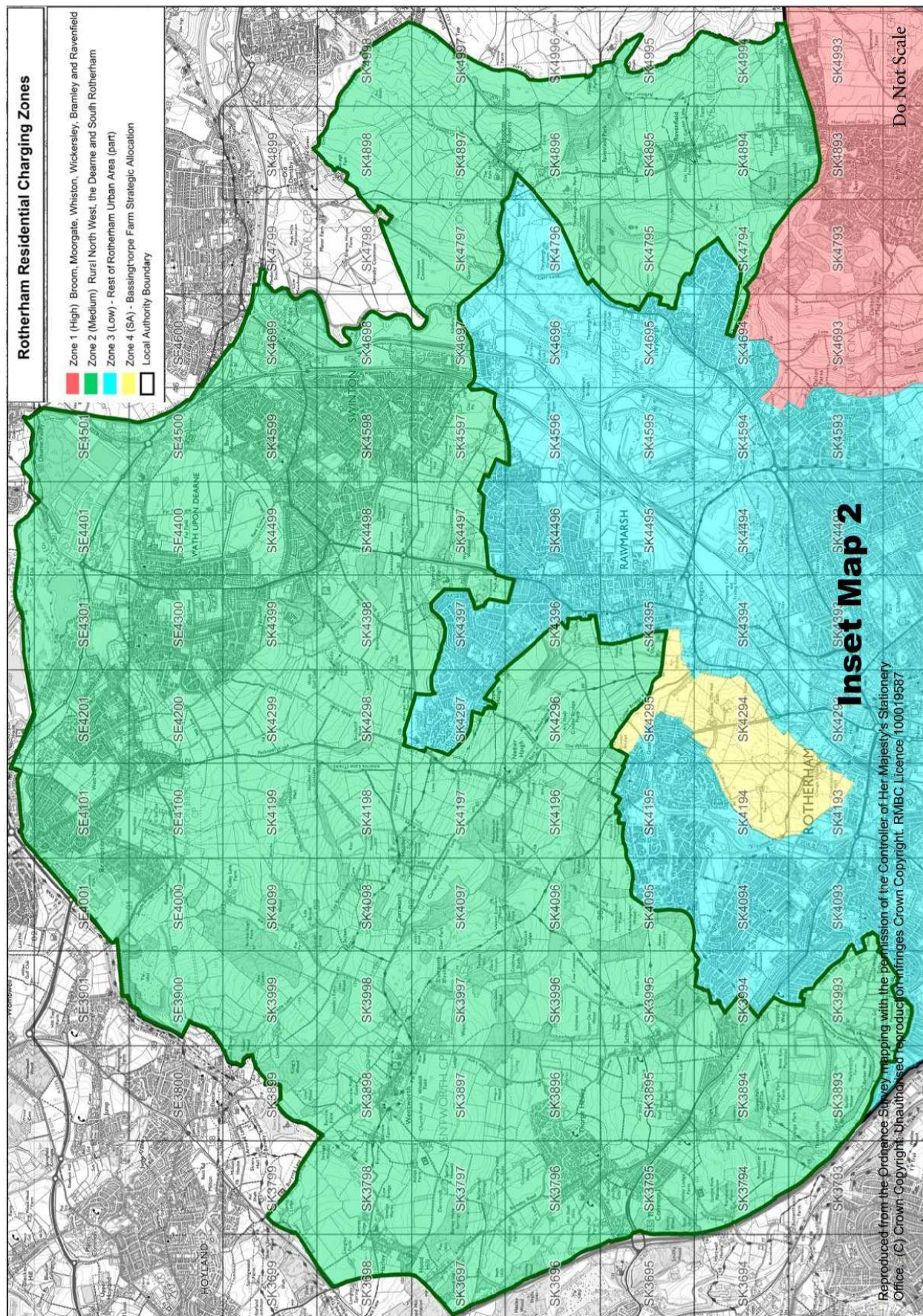
Overview Map: Residential Charging Zones 1 to 4 (Borough-wide)



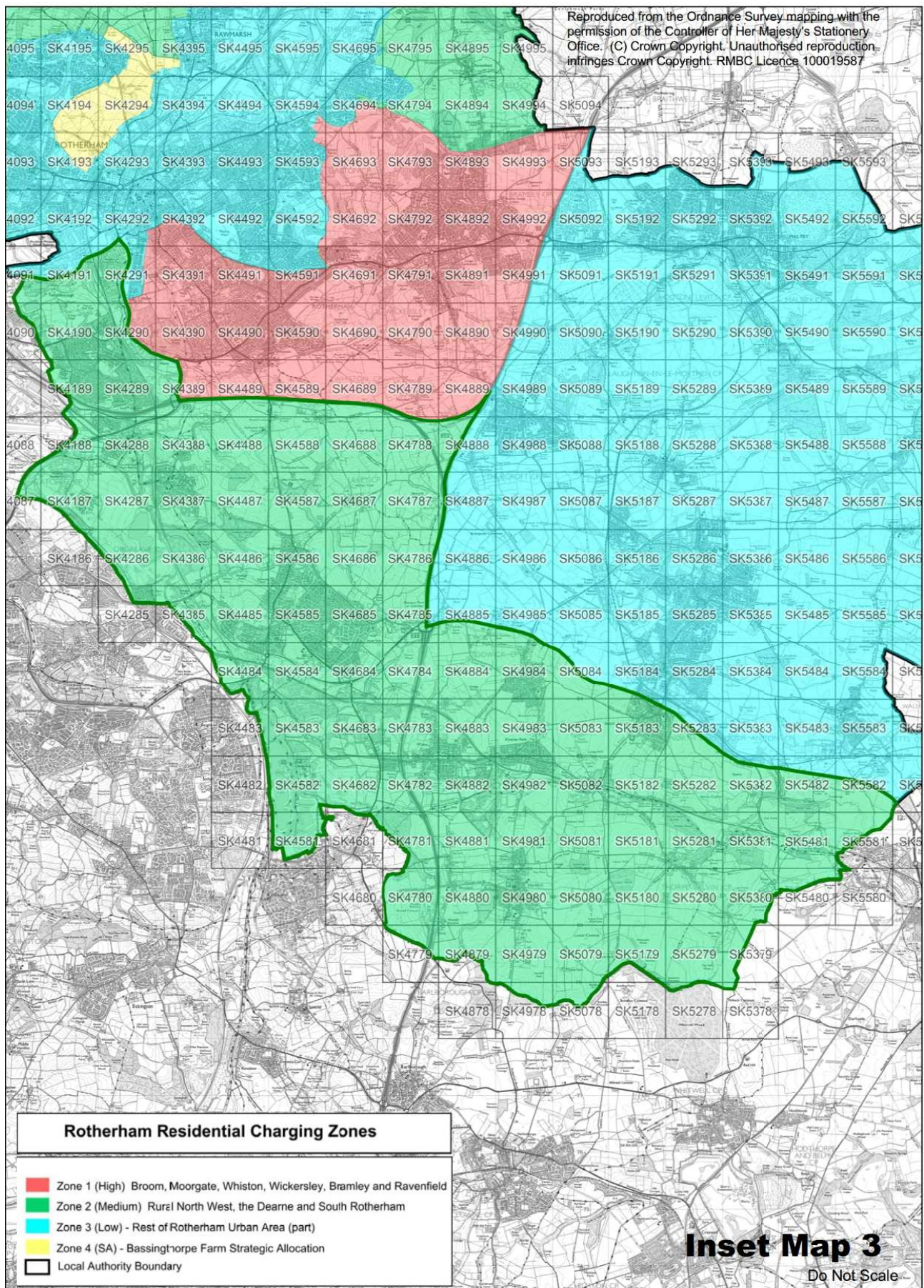
Inset Map 1 – Residential Charging Zone 1 (High)



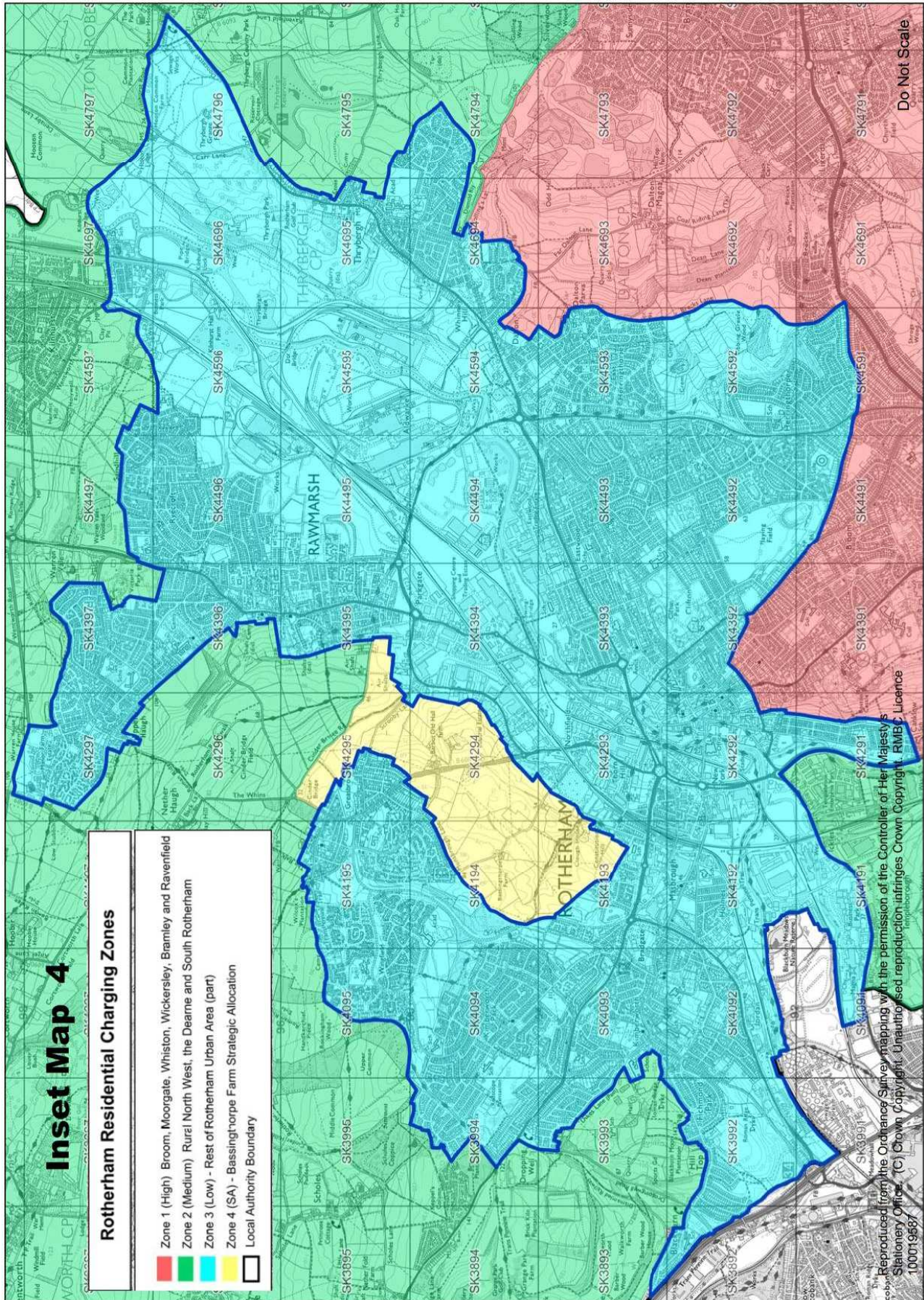
Inset Map 2 – Residential Charging Zone 2 (Medium) (North)



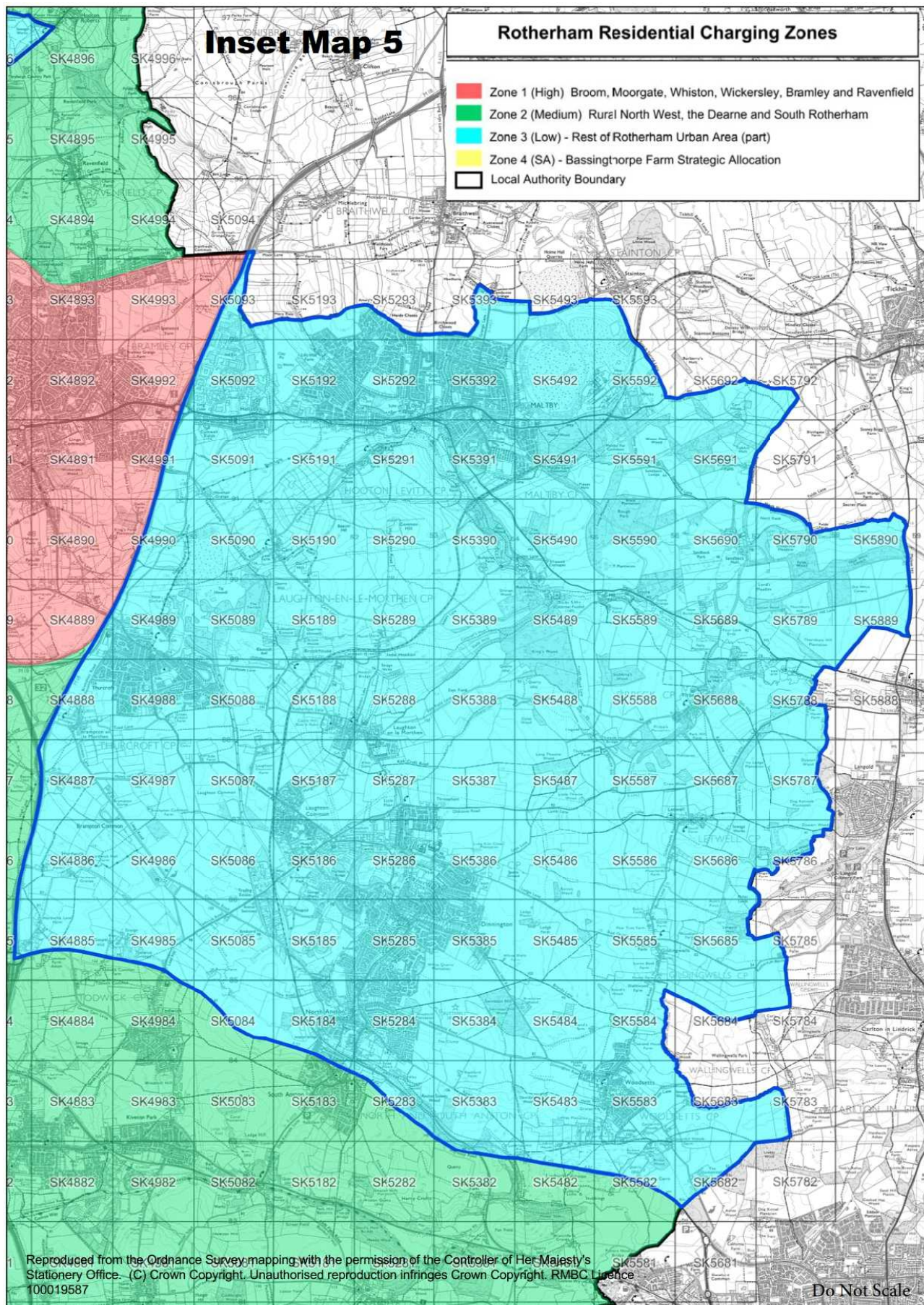
Inset Map 3 – Residential Charging Zone 2 (Medium) (South)



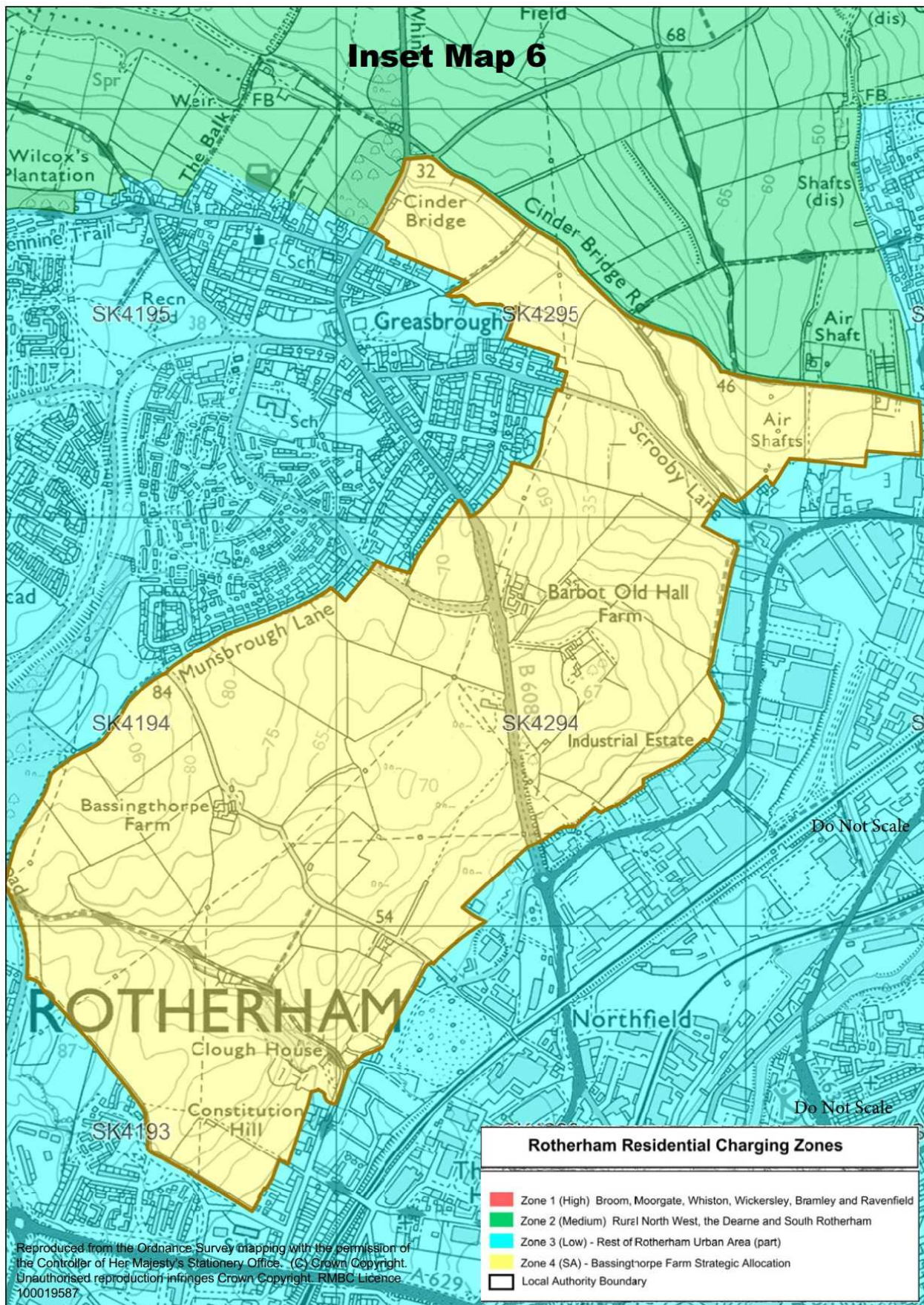
Inset Map 4 – Residential Charging Zone 3 (Low) (North)



Inset Map 5 – Residential Charging Zone 3 (Low) (South)



Inset Map 6 – Residential Charging Zone 4 (Bassingthorpe Farm Strategic Allocation)



Title: Rotherham Community Infrastructure Levy**Appendix 2: Rotherham CIL Regulation 123 List****Rotherham Metropolitan Borough Council
Community Infrastructure Levy (CIL)
Regulation 123 List: February 2016**

Pursuant to the Community Infrastructure Levy Regulations 2010 the infrastructure projects / types which Rotherham Metropolitan Borough Council may fund, in whole or in part, from CIL receipts is set out below.

Note, this list is not exhaustive and does not prioritise how the Council will actually spend CIL receipts, and may be amended.

The purpose of the list is to provide clarity of items that will not be required to contribute to 'S106 Planning Obligations' (under Section 106 of the Town & Country Planning Act 1990, as amended by Section 12 of the 1991 Planning and Compensation Act, and the Localism Act 2011) and / or 'S278 Agreements' under Section 278(1) of the Highways Act 1980 (amended by Section 23 of the New Roads and Street Works Act 1991).

Summary Regulation 123 List

The following is a summary of the type of infrastructure items that will be funded via CIL proceeds in the future. This list should be read in conjunction with detailed itemised list provided in the next section.

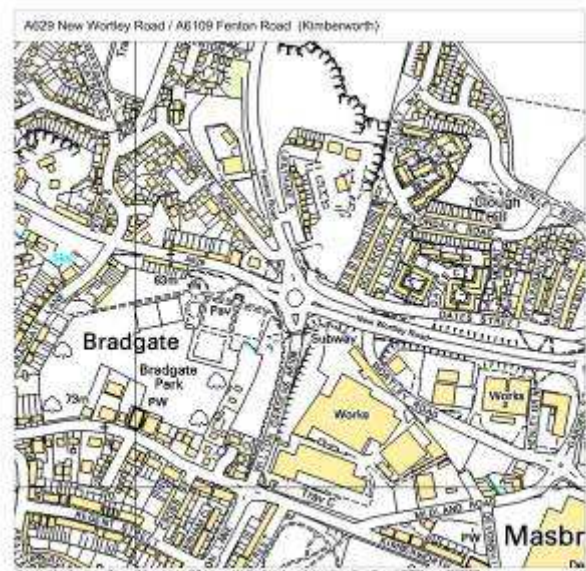
- Primary and Secondary School Places (see detailed list) (excluding primary school places at Bassingthorpe Farm, where provision will be funded by S106 on site).
- Named highway junction improvements (see detailed list).
- Key Bus Routes (improvements to public transport infrastructure) (see detailed list).
- Doctors Surgeries.
- Improvements to existing green infrastructure, recreation and open space (excludes new provision which will be met by developers mainly on-site as enabling / design requirements (see detailed list).
- Public Library extension, refurbishment and redevelopment.
- Police Station expansion at Dinnington and Wath.
- Rotherham Renaissance Flood Defence Scheme.

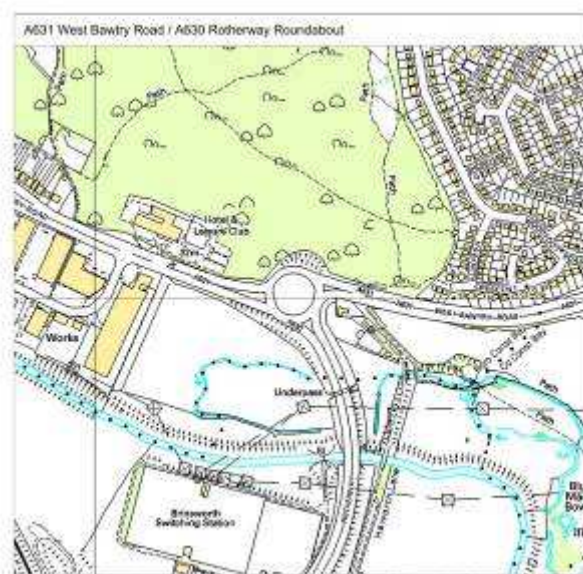
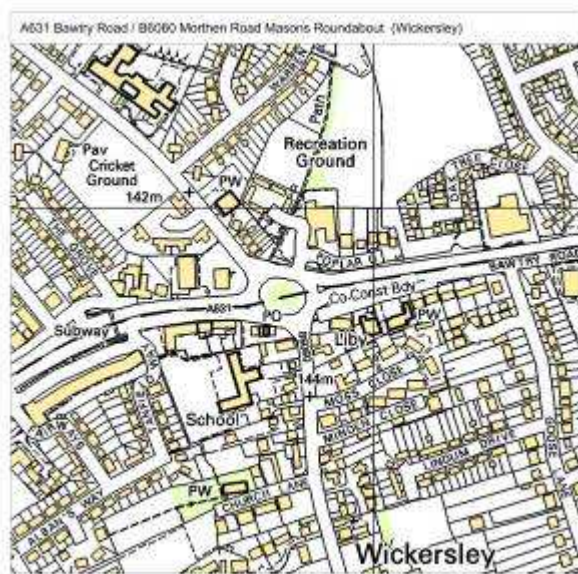
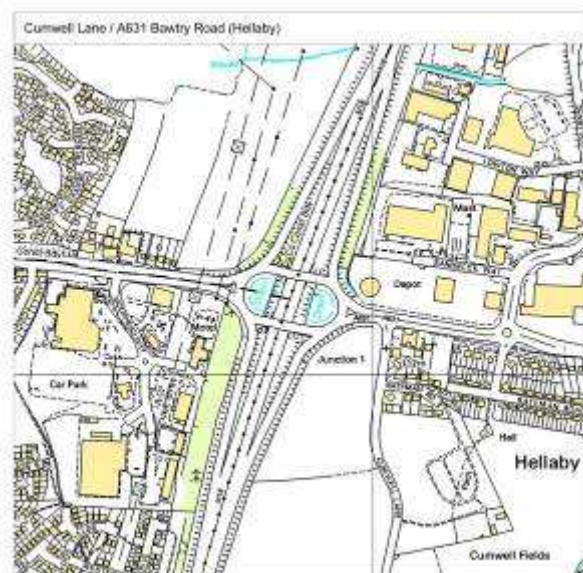
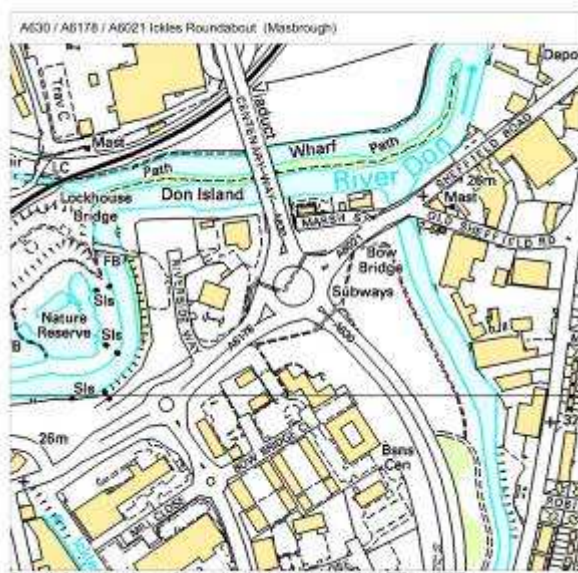
Detailed Regulation 123 List

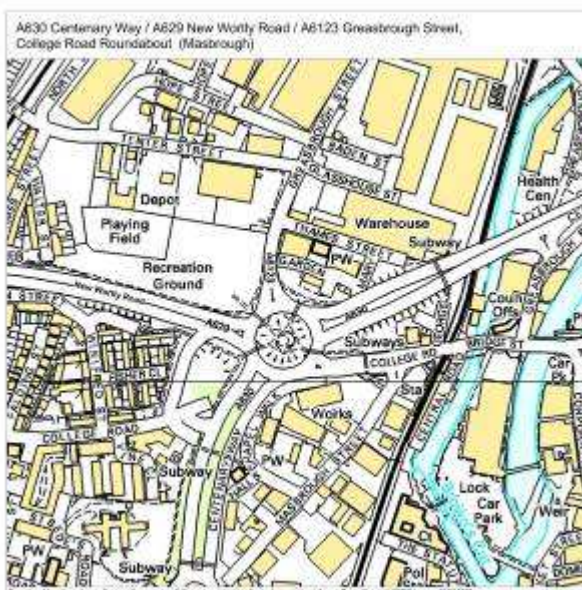
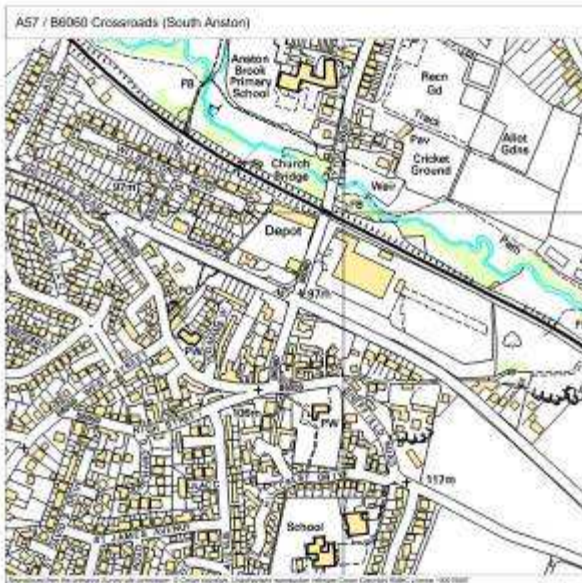
This detailed Regulation 123 List provides further details to the summary list above. It provides a detailed list of the specific infrastructure projects that will be supported using CIL proceeds in the future (and so will not also be charged S106).

- Primary and Secondary School Places where CIL funding may be used.
 - Whiston/ Brecks - primary extensions
 - Land off Westgate - primary extensions
 - Rawmarsh Upper Haugh/ Grange Road - primary extensions
 - Thrybergh - primary extensions
 - Dinnington, Anston & Laughton Common - primary extensions
 - Dinnington, Anston & Laughton Common - secondary extension
 - Wath/ Brampton - primary extensions
 - Wath - secondary extension
 - Maltby - primary extensions
 - Bramley, Wickersley & Ravenfield - primary extensions
 - Bramley, Wickersley & Ravenfield - secondary extension
 - Aston - secondary extension
 - Wales & Kiveton Park/ Todwick - primary extensions
 - Wales & Kiveton Park - secondary extension
 - Catcliffe, Treeton & Orgreave - secondary extensions
 - Rotherham Central schools
 - Wingfield Academy – secondary extensions

- Named highway junction improvements where CIL funding may be used.







- Key Bus Routes (improvements to public transport infrastructure) where CIL funding may be used:
 - Key Bus Route: Rotherham – Thrybergh
 - Key Bus Route: Rotherham – Dearne
 - Key Bus Route: Rotherham – Maltby
 - Key Bus Route: Rotherham – Swallownest
 - Key Bus Route: Rotherham – Chapeltown

CIL will be used to help pay for measures to promote public transport along these key bus routes. This will include various improvements to the highway that will make bus journey times faster, more reliable, safer, and more accessible, which will result in an improved passenger experience. Such highway improvements may include (but won't be limited to): alterations to junctions; carriageway capacity improvements; the provision of bus lanes, bus gates or bus-pre-signals; accessible bus boarding points; bus shelters; new or relocated stops; and pedestrian crossings; alterations to, or the introduction of, traffic management schemes (such as UTC - Urban Traffic Control or ITS - Intelligent Transport Systems); the provision of or amendment to waiting and/or loading restrictions; the introduction of schemes to manage the movement of traffic.

Does not include measures to promote sustainable transport measures secured via Travel Plans which will be funded by S106.

- Improvements to existing green infrastructure, recreation and open space where CIL funding may be used (excludes new provision which will be met by developers mainly on-site as enabling / design requirements).

Grade	Typology	Site Name
Borough	Natural	Pit House West, Wales
Borough	Parks	Boston Castle Park, Moorgate
Borough	Natural	Canklow Wood, Canklow
Borough	Parks	Clifton Park, Rotherham Town Centre
Borough	Outdoor sports	Herringthorpe Playing Fields, Herringthorpe
Borough	Parks	Thrybergh Country Park, Thrybergh
Borough	Cemeteries	Moorgate Cemetery, Moorgate
Borough	Parks	Rother Valley Park, Wales
Neighbourhood	Outdoor sports	Claypit Lane Rec, Rawmarsh
Neighbourhood	Parks	Victoria Park, Rawmarsh
Neighbourhood	Outdoor sports	Rawmarsh Leisure Centre, Rawmarsh
Neighbourhood	Parks	Greenlands park, North Anston
Neighbourhood	Outdoor sports	Fairview Drive, Aston, Aston
Neighbourhood	Natural	Gibbing Greave Wood, Herringthorpe
Neighbourhood	Parks	Brinsworth parish fields, Brinsworth
Neighbourhood	Parks	Bradgate Park, Bradgate
Neighbourhood	Parks	Ferham Park, Masbrough
Neighbourhood	Outdoor sports	Dinnington Comprehensive, Dinnington
Neighbourhood	Outdoor sports	Dinnington Miner's Welfare, Dinnington

Grade	Typology	Site Name
Neighbourhood	Parks	Greasborough Park, Greasbrough
Neighbourhood	Parks	Spence Field, Harthill, Harthill
Neighbourhood	Parks	Valley Park, Herringthorpe
Neighbourhood	Outdoor sports	Wales Parish playing fields, Wales
Neighbourhood	Parks	Coronation Park, Maltby
Neighbourhood	Parks	Gordon Bennett park, Thurgroft
Neighbourhood	Outdoor sports	Brampton Sports Centre, Brampton Bierlow
Neighbourhood	Parks	Wath Community Park, Wath upon Dearne
Neighbourhood	Parks	Manvers Lake and Surrounds, Wath upon Dearne
Neighbourhood	Parks	Newhill Park, Wath upon Dearne
Neighbourhood	Natural	Ulley Country Park, Ulley
Neighbourhood	Outdoor sports	Bill Hawes, Bramley
Neighbourhood	Parks	Eldon Rd, Eastwood
Neighbourhood	Parks	Ruby Cook, Flanderwell
Neighbourhood	Parks	Warren Road Park, Wickersley
Neighbourhood	Parks	Barrie Grove, Hellaby
Neighbourhood	Parks	Alexandra Park Annex, Swallownest
Neighbourhood	Parks	Alexandra Park, Swallownest
Neighbourhood	Parks	Barkers park, Kimberworth Park
Neighbourhood	Parks	Blackburn & Kimberworth Roundwalk NE, Kimberworth
Neighbourhood	Parks	Highfield Park, Swinton
Neighbourhood	Outdoor sports	Woodsetts Parish field, Woodsetts
Local	Amenity green space	Hart Hill green space, Upper Haugh
Local	Amenity green space	Stubbin Lane green space, Upper Haugh
Local	Outdoor sports	School Lane Rec, Parkgate
Local	Natural	Infirmity Road Hill, Parkgate
Local	Amenity green space	Hague Avenue green space, Rawmarsh
Local	Parks	Sandhills park, Sandhill
Local	Natural	Moordale View open space, Sandhill
Local	Natural	Gwyn Reed Nature Area, Rawmarsh
Local	Natural	Sandhill green link, Sandhill
Local	Natural	Birch Wood, Rawmarsh
Local	Natural	Treeton Wood, Treeton
Local	Natural	Hail Mary Wood & Falconer Wood, Treeton
Local	Natural	former Treeton tip, Treeton
Local	Natural	Whiston Meadows, Whiston
Local	Natural	Hudson's Rough, Kimberworth Park
Local	Natural	Brook walk, North Anston
Local	Natural	Anston Stones Wood, North Anston
Local	Amenity green space	Nursery Road, North Anston
Local	Natural	Engine House plantation, Aston
Local	Amenity green space	Waleswood View green, Aston
Local	Amenity green space	Lodge Lane, Aston

Grade	Typology	Site Name
Local	Amenity green space	Catherine Avenue green space, Aston
Local	Natural	Rotherham Road natural space, Swallownest
Local	Amenity green space	Bawtry Road green space, Brinsworth
Local	Amenity green space	Castle Avenue green space, Canklow
Local	Parks	Canklow Road MUGA & Play Area, Canklow
Local	Amenity green space	Centenary Way green spaces, Canklow
Local	Outdoor sports	Washfield Lane Rec, Treeton
Local	Natural	Rother Crescent, Treeton
Local	Amenity green space	Shorland Drive green, Treeton
Local	Amenity green space	Vincent Road Green, Ravenfield
Local	Outdoor sports	Hollings Lane green, Ravenfield
Local	Amenity green space	Laural Avenue green, Bramley
Local	Amenity green space	Bramley Park, Bramley
Local	Amenity green space	Fenton Road green 3, Kimberworth Park
Local	Amenity green space	Kelford School, Kimberworth
Local	Natural	Henley Way, Bradgate
Local	Amenity green space	Laughton Road, Dinnington
Local	Natural	Undergate Road Hill, Dinnington, Dinnington
Local	Amenity green space	Constable Lane green, Dinnington, Dinnington
Local	Parks	Hangman Lane park, Laughton Common
Local	Natural	Manor Lane natural site, Dinnington
Local	Amenity green space	St Leger Avenue Green Space, Laughton Common
Local	Amenity green space	Hatfield Crescent Green Space, Laughton Common
Local	Amenity green space	Main Street, Swallownest
Local	Amenity green space	Wetherby Drive, Swallownest
Local	Amenity green space	Breck Lane Green, Dinnington
Local	Parks	Chestnut Grove Park, Dinnington
Local	Amenity green space	Manor Lane, Throapham, Dinnington
Local	Amenity green space	Riverside Court, Laughton Common
Local	Natural	High Nook Road, Dinnington
Local	Outdoor sports	Silverwood Miners Welfare, Dalton
Local	Amenity green space	Brierly Road, Dalton
Local	Amenity green space	Roughwood Road green, Wingfield
Local	Amenity green space	Fenton Road green 2, Kimberworth Park
Local	Parks	Grayson Rd Rec, Greasbrough
Local	Natural	Fenton Road, Kimberworth Park
Local	Natural	Munsborough Lane, Greasbrough
Local	Outdoor sports	Winney Hill Park, Harthill, Harthill
Local	Natural	Aldwarke Locke Island, Eastwood
Local	Amenity green space	Fretwell Rd green space, East Herringthorpe
Local	Amenity green space	Conway Crescent green space, East Herringthorpe
Local	Parks	Bar Park, Thorpe Hesley
Local	Natural	Hesley Lane green space, Thorpe Hesley

Grade	Typology	Site Name
Local	Natural	Brook Hill greenspace, Thorpe Hesley
Local	Natural	Wentworth Road, Thorpe Hesley
Local	Amenity green space	Kestrel Avenue greenspace, Thorpe Hesley
Local	Parks	King Georges field, Thorpe Hesley
Local	Outdoor sports	Red Hill rec, Kiveton Park
Local	Amenity green space	Essex Close green, Kiveton Park
Local	Natural	Stockwell Ave open space, Wales
Local	Natural	Salisbury Road, Maltby
Local	Outdoor sports	Maltby Manor Rec, Maltby
Local	Amenity green space	Littlewood Way Green Space, Maltby
Local	Amenity green space	Tickhill Road green 1, Maltby
Local	Amenity green space	Mortimer Road 2, Maltby
Local	Parks	Cherry Tree Park, Maltby
Local	Amenity green space	Somerset Street, Maltby
Local	Amenity green space	Ascension close, Maltby
Local	Amenity green space	Addison Road green space, Maltby
Local	Natural	Redwood Drive natural site, Maltby
Local	Amenity green space	Upperfield Close, Maltby
Local	Natural	Dale Hill Road, Maltby
Local	Amenity green space	Victoria Way Wood, Lily Hall, Maltby
Local	Amenity green space	The Walk, East Dene
Local	Parks	Thomas street park, Swinton
Local	Amenity green space	Thomas Street greenspace, Swinton
Local	Parks	Horsefair Park, Swinton
Local	Parks	Queen's Street Park, Swinton
Local	Outdoor sports	Piccadilly Road Outdoor sports, Swinton
Local	Natural	Piccadilly Road natural site (Creighton Wood), Swinton
Local	Amenity green space	Carlisle Street Greenspace, Swinton
Local	Natural	Kilnhurst Ings, Kilnhurst
Local	Natural	Kilnhurst Ings, Kilnhurst
Local	Parks	Piccadilly POS, Swinton
Local	Amenity green space	Calladine Way, Swinton
Local	Outdoor sports	Kilnhurst Miners Welfare, Kilnhurst
Local	Amenity green space	The Crescent green, Thurstcroft
Local	Amenity green space	Green Arbour School, Thurstcroft
Local	Natural	Zamor Crescent, Thurstcroft
Local	Outdoor sports	Wath Road Park, Brampton Bierlow
Local	Amenity green space	Smithy Bridge Lane, Brampton Bierlow
Local	Parks	Packman Road Play Area, Brampton Bierlow
Local	Parks	West Melton park, West Melton
Local	Amenity green space	Well Road greenspace, West Melton
Local	Amenity green space	Tennyson Rise, West Melton
Local	Amenity green space	West Street, West Melton

Grade	Typology	Site Name
Local	Natural	Wath Tip site, Wath upon Dearne
Local	Outdoor sports	White Bear Estate, Wath upon Dearne
Local	Amenity green space	Durham Places, Herringthorpe
Local	Amenity green space	Rosemary Road, Wickersley
Local	Parks	Sorby Way Park, Wickersley
Local	Natural	Brecks Wood (Wickersley Wood), Wickersley
Local	Amenity green space	Leewood Close, Cortonwood, Brampton Bierlow
Local	Amenity green space	Hague Court, Cortonwood, Brampton Bierlow

Title: Rotherham Community Infrastructure Levy

Appendix 3: Rotherham CIL Instalments Policy

Proposed Instalments Policy

In line with Regulation 69B of the CIL Regulations, the Council is proposing to offer payment of CIL in instalments as a matter of course. The proposed policy is:

- The Community Infrastructure Levy will be payable as follows:

Instalment provisions: chargeable amount					
Less than £100,000			Equal to or more than £100,000		
Instalment	Amount due	Due date*	Instalment	Amount due	Due date*
1 st	50%	180 days	1 st	25%	180 days
2 nd	50%	360 days	2 nd	50%	360 days
			3 rd	25%	450 days

* Due date is the number of days after commencement of development. Commencement will be taken to be the date advised by the developer in the commencement notice under CIL Regulation 67.

Summary Sheet

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Title

School Crossing Patrol Service Review

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

Yes

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration and Environment

Report Author(s)

Kim Phillips

Catering and Facilities Services Manager, Regeneration and Environment

Ward(s) Affected

All

Summary

The provision of school crossing patrols is a discretionary service. It is not a legal requirement, although where patrols do exist there is a legal requirement for the Council to manage them. It is a highly regarded public service which assists in the daily crossing of children to and from school. There are currently 74 school crossing patrol points in Rotherham which are funded by the Council.

A review of school crossing patrols has been undertaken, informed by an independent survey of patrol points and evaluation of risk which was requested by Elected Members, and a savings target for the service of £30,000. A consultation was also undertaken with schools in June and July 2016.

This report presents the findings of the survey and consultation and makes recommendations regarding the future of the service, including the proposal to introduce a service level agreement for some school crossing patrol services with schools.

Recommendations

1. That school crossing patrols at crossing points be funded only where national and local road safety criteria are met.
2. That schools currently in receipt of a patroller at a crossing which does not meet this criteria be offered a charged Service Level Agreement to allow the service to continue.

3. That a full independent survey review of school crossing patrol points take place every four years, with the first survey being undertaken in 2017/18.

List of Appendices Included

Appendix 1 – survey report and potential service level agreement outcome

Background Papers

Equality Impact Assessment

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

Main report: School Crossing Patrol Service Review

Recommendations

- 1.1 That school crossing patrols at crossing points be funded only where national and local road safety criteria are met.
- 1.2 That schools currently in receipt of a patroller at a crossing which does not meet this criteria be offered a charged Service Level Agreement to allow the service to continue.
- 1.3 That a full independent survey review of school crossing patrol points take place every four years, with the first survey being undertaken in 2017/18.

2. Background

- 2.1 The provision of school crossing patrols is a discretionary service. It is not a legal requirement, although where patrols do exist there is a legal requirement for the Council to manage them. It is a highly regarded public service which assists in the daily crossing of children to and from school. There are currently 74 school crossing patrol points in Rotherham which are funded by the Council.
- 2.2 In December 2014, Members requested a survey of all patrol points to inform consideration of school crossing patrol reductions. The work was commissioned by Road Safety Officers and analysed by them to provide an independent evaluation of the risk to disestablish any currently provided crossing points. The outcome of the work is detailed at Appendix 1. The findings were considered by Commissioners at the Overview & Scrutiny Management Board (OSMB) on 15 January 2016 as part of a budget savings paper. The outcome was a request for further consultation with schools as part of the process.
- 2.3 A full consultation then took place with schools regarding the potential to charge schools in receipt of a crossing patrol service which did not meet the road safety criteria, through a service level agreement. This included a visit to all schools in receipt of a school crossing patrol identified as not meeting the required criteria. Consultation took place on the school requirements for the Service Level Agreement with the school. Furthermore, all schools in receipt of a schools crossing patrol service were invited to take part in an electronic survey in June/July 2016. The purpose was to review requirements to assess if any further savings could be made and to ensure awareness of any future pressure to allow appropriate planning.

3. Key Issues

- 3.1 Currently, the School Crossing Patrol Service provided by the Council is not in-line with the national and local agreed road safety criteria for provision. A full survey has identified that 21 patrol points do not meet this criteria. Where this is the position the service has proposed the provision of a Service Level Agreement with the school to enable the service to continue.
- 3.2 The Consultation with schools currently receiving a service on these 21 crossing points identified that the school crossing patrols are highly valued.

- 3.3 The results of the consultation with the 21 schools identified 2 schools who would definitely take up the service level agreement, 9 who probably would and 10 who are unlikely to be taking up the offered option. Of the 10 schools stating they are unlikely to take up the option, 5 of the patrol points are currently vacant.

4. Options considered and recommended proposal

4.1 Option 1: Make no changes to current school crossing patrol arrangements

- 4.1.1 The current school crossing patrol service is highly valued by schools, however the current arrangements are not in-line with local and national road safety criteria. Furthermore, the cost of the current service exceeds the budget, and there is a further savings target which will not be met if no changes are made. As such, this is not the recommended option.

4.2 Option 2: Cease provision of school crossing patrols where the national and local road safety criteria are not met

- 4.2.1 Ceasing the provision of school crossing patrols for schools where the national and local road safety criteria are not met would bring the Council in line with national criteria, and assist with bringing the costs of providing the service within the budgets available. However, the service is highly valued by schools and ceasing the service altogether could risk the future of the patrol which is highly regarded within the community where it is deployed. As such, this is not the recommended option.

4.3 Option 3: **(Recommended Option)** Offer a charge for the provision of current school crossing patrols where the national and local road safety criteria are not met, managed through a service level agreement. If schools do not take up this option then the patrol would cease.

- 4.3.1 To secure the continuity of a valued service, where current school crossing patrols do not meet the national and local road safety criteria, a charge could be introduced to schools for the provision, managed through a service level agreement.
- 4.3.2 The calculation of the service level agreement would be based on the actual hours worked on the respective point and an average cost of the equipment and management provision. There would be no limit placed on personal protective equipment provision/replacement should there be brakeage or damage over the 12 month period are not met.
- 4.3.3 Where the service is a shared point the respective schools would be offered a joint service level agreement charged at 50% per school.
- 4.3.4 This would provide the opportunity to retain current provision, and deliver the service within available future budgets. This is the recommended option.

5. Consultation

- 5.1 All schools currently in receipt of a school crossing patrol service were invited to take part in an electronic survey in June/July 2016. The outcome of the survey has been collated for consideration in future operation and budget planning.
- 5.2 All schools who were identified as not being compliant with the criteria for provision have received a visit from a member of Facilities Services Management to discuss the Service Level Agreement arrangements to ensure it meets the requirements of the schools.
- 5.3 All school crossing patrollers have been kept informed of the progress of these proposals and any employee at risk will be consulted in-line with the Council's Human Resources Policy.

6. Timetable and Accountability for Implementing this Decision

- 6.1 It is proposed that the recommendations be implemented from April 2017.
- 6.2 All schools that have a patrol point at risk due to the proposals will be requested to confirm the requirement of a Service Level Agreement by December 2016.
- 6.3 Any employee which is at risk as a result of a school no longer requiring a service will be notified and progressed in accordance with the Council's re-deployment / redundancy policy.

7. Financial and Procurement Implications

- 7.1. The budget for the service in 2016/17 is £198k. If all established posts were filled the cost of the service would be £248k; balancing the budget depends on there being regular vacancies.
- 7.2 As part of the 2016/17 budget setting process, a budget reduction has been allocated to the School Crossing Service in the Council's Medium Term Financial Strategy (MTFS) of £15k in 2017/18 and a further £15k in 2018/19.
- 7.3 Option 1 in the report would not meet the saving requirement outlined in the MTFS and would instead add a budget pressure to the revenue budget.
- 7.4 Option 2 and Option 3 would both deliver the saving target identified.
 - Option 2: involves ceasing the provision of school crossing patrols where the national and local road safety criteria are not met. This would involve a reduction of 21 staffing posts which would lower the cost of the service to £168k per annum and deliver the budget reduction approved as part of the 2016/17 budget process.
 - Option 3 (Recommended Option): Involves charging schools for the provision of a crossing patrol where the national and local road safety criteria are not met. Based on an estimated take up for the service (of 11 schools), the Service could generate income of circa £37k per year which would enable the budget reduction over the next 2 years to be met.

- 7.5 Redundancy costs cannot be finalised until final decisions have been made in terms of SLA uptake. If no schools signed up there would be a one-off redundancy cost of approximately £10k to be funded from usable capital receipts in line with the Council's approved budget.

8. Legal Implications

- 8.1 School Crossing Patrols were established by the School Crossing Patrol Act 1953
- 8.2 The Road Traffic Regulation Act 1984 gives the Council the power to appoint School Crossing Patrols (SCPs) to help children cross the road on their way to or from school, between the hours of 8:00 am and 5:30 pm.
- 8.3 The law gives a SCP, appointed by an appropriate Authority and wearing a uniform approved by the Secretary of State the power, by displaying a prescribed sign, to require drivers to stop. SCPs operating outside these conditions have no legal power to stop traffic.
- 8.4 Although the law now allows SCPs to stop traffic to help anyone (child or adult) cross the road, SCP sites should be established using national and local road safety criteria as defined by Road Safety GB. Where a patrol point falls below the threshold framework set out by Road Safety GB the Service is proposing a Service Level Agreement for the provision to continue, should the school agree to pay.
- 8.5 Even where an SCP is provided, parents remain responsible for ensuring their children's safety, just as they do when a zebra crossing or pelican crossing is provided.
- 8.6 School place applications are based on parental choice and therefore consideration should be given by parents to the journey to school position.

9. Human Resources Implications

- 9.1 All School Crossing Patrol employees have been updated regularly on the progress of these proposals. Staff at risk have been given the opportunity for one-to-one discussions and consultation meetings have taken place.
- 9.2 All appointments since April 2015 have been made on temporary contracts to ensure maximum flexibility and minimise the potential redundancy costs.
- 9.3 Patrollers working on points which do not meet the criteria and the school agree to maintain the provision through a Service Level Agreement will be subject to a contract review in line with the time frame of the agreement.
- 9.4 The number of employees at risk of redundancy will not be known until the Service Level Agreements have been confirmed. If no schools take up the option of a service level agreement there would be a one off redundancy cost of approximately £10,289.98.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 Crossing a highway will always involve an element of risk, the removal of a patrol point will have implications for some pupils. However, even where an SCP is provided, parents remain responsible for ensuring their children's safety on the travel to and from school journey.
- 10.2 An Equalities Impact Assessment has been completed. The process identified that there were no issues for potential high risk areas (the deprived neighbourhoods) or high risk groups such as children with Special Educational Needs and Disabilities as appropriate transport is provided via the Education Health and Care Plans.

11 Equalities and Human Rights Implications

- 11.1 An Equalities Impact Assessment has been through the appropriate approval process with concerns identified.

12. Implications for Partners and Other Directorates

- 12.1 Consultation has taken place with all schools at risk. In addition an offer was made to attend meetings with individual Governing Bodies, which has been take up by a number of sites. Individual Head Teachers and Governing Bodies have kept parents and carers appraised.
- 12.2 The Road Safety Team anticipate an increase in request for traffic calming or pedestrian crossings. The cost of these measures are a minimum of £30,000 and £150,000 respectively with a pedestrian crossing having a small annual maintenance cost. This provision should take place only where the criteria for provision is met.

13. Risks and Mitigation

- 13.1 The proposal to remove the School Crossing Patrol Service at identified sites could meet with significant public opposition, however the sites are below the national and local criteria for provision and the Schools are being offered a Service Level Agreement as an option to continue.

14. Accountable Officer(s)

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:- Mark Chambers

Assistant Director of Legal Services:- Stuart Fletcher

Head of Procurement (if appropriate):- Helen Chambers

Head of Human Resources:- Paul Fitzpatrick

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

School Served	Crossing Point Location	Road Name	Qualifying Rating / Status	Consultation outcome - SLA agreement
Wath CE Primary	Barnsley Road School Gates Puffin Crossing	Barnsley Road	Operational	
High GreaveJI	Herringthorpe Valley Road/ Mowbray Gardens	Herringthorpe Valley Road	Operational	
Kilnhurst Primary	Hooton Road School Gates	Hooton Road	Operational	
Wickersley Northfield JI	Northfield Lane School Gates Zebra Crossing	Northfield Lane	Operational	
Bramley Sunnyside JI	Bawtry Road Eastbound Puffin Crossing	A631 Bawtry Road	Operational	
Bramley Sunnyside JI	Bawtry Road Westbound Puffin Crossing	A631 Bawtry Road	Operational	
Rawmarsh Rosehill Jun	Kilnhurst Road School Gates Zebra Crossing	Kilnhurst Road	Operational	
St.Bedes JI	Wortley Road School Gates	A629 Wortley Road	Operational	
Anston Park JI	Nursery Road / Falcon Way Zebra Crossing	Nursery Road	Operational - relief cover	
Catcliffe JI	Rotherham Road School Gates Zebra Crossing	Rotherham Road	Operational	
Bramley Sunnyside JI	Flanderwell Lane School Gates Zebra Crossing	Flandewell Lane	Operational	
Swallownest Primary	B6053 Rotherham Road School Gates Zebra Crossing	Rotherham Road	Operational	
Kiveton Infants	Station Road School Gates Zebra Crossing	Station Road	Operational	
Brinsworth Manor JI	Brinsworth Lane School Gates	Brinsworth Lane	Operational	
Thurcroft JI	Green Arbour Road/ Locksley Drive	Green Arbour Road	Operational	
Swinton Fitzwilliam JI	Roackingham Road /Broadway Zebra Crossing	Rockingham Road	Operational	
Maltby Craggs/ St. Mary's	Tickhill Road Puffin Crossing	Tickhill Road	Operational	
Thrybergh JI	Hollings Lane School Gates	Hollings Lane	Operational - currently recruiting	
Brampton Ellis Jun / Brampton Cortonwood	B6273 Pontefract Road/ Knollbeck Lane	Pontefract Road	Operational	
Aughton Primary	Main Street Turnshaw Avenue	Main Street	Operational	
Wickersley St. Albans JI	Morthern Road School Gates	Morthern Road	Operational	
Greasbrough JI	Coach Road / Munsbrough Drive Zebra Crossing	Coach Road	Operational - currently recruiting	
Wath Victoria JI	Doncaster Road Zebra Crossing	Doncaster Road	Operational	
Kimberworth Primary	Kimberworth Road School Gates	Kimberworth Road	Operational	
Brampton Ellis Jun	B6089 Brampton Road Crossroads	Brampton Road	Operational	
St. Anns JI	St. Anns Road / St. Leonards Road Zebra Crossing	St. Anns Road	Operational - September starter	
Dinnington Primary	Lordens Hill	Lordens Hill	Operational	
Bramley Grange JI	Main Street / Howard Road Puffin Crossing	Mian Street	Operational	
Swallownest JI	A618 High Street School Gtaes	High Street	Operational	
Wath Central	Festival Road Fitzwilliam Avenue	Festival Road	Operational	
Dinnington St. Josephs JI	Lidgett Lane School Gates Zebra Crossing	Lidgett Lane	Operational - September starter	
Blackburn JI	Droppingwell Road / West Hill	Droppingwell Road	Operational	
Anston Brook Primary	Ryton Road Zebra Crossing	Ryton Road	Operational	
Kiveton Park Meadows Jun	Wales Road / Chestnut Avenue Zebra Crossing	Wales Road	Operational - currently recruiting	
Wales Primary	School Road School Gates	School Road	Operational - under review (pedestrian crossing)	
Rawmarsh St. Josephs JI	Green Lane Zebra Crossing	Green Lane	Operational - currently recruiting	
Greasbrough JI	Potter Hill Zebra Crossing	Potter Hill	Operational	
Rawmarsh Ryecroft Inf	Kilnhurst Road / Heatons Bank	Kilnhurst Road	Operational - provisional appointment	
Roughwood Primary	Roughwood Road / Crane Road School Gates	Roughwood Road	Operational - September starter	
Meadowview Primary	Meadowhall Road	Meadowhall Road	Operational	

Dalton Foljambe JI	Magna Lane / Foljambe Drive	Magna Lane	Operational	
Broom Valley JI	Broom Valley Road School Pedestrian Gates	Broom Valley Road	Operational	
Badsley Moor Lane JI	Badsley Moor Lane School Gates	Badsley Moor Lane	Operational	
Wath CE JI	Barnsley Road / Melton High Street	Barnsley Road	Operational	
Thorpe Hesley JI	Brook Hill	Brook Hill	Operational	
Sitwell JI	Grange Road School Gates	Grange Road	Operational	
Rawmarsh Thorogate JI	Thorogate School Gates	Thorogate	Operational	
Thrybergh St. Gerrards JI	Park Nook / Doncaster Road	Doncaster Road A630	Operational	
Rawmarsh Sandhill JI	Kilnhurst Road / Coronation Road	Kilnhurst Road	Operational	
Treeton CE JI	Pitt Lane Front Street Zebra Crossing	Front Street	Operational	
Kilnhurst CE JI	Highthorne Road / Birdwell Road	Highthorne Road	Operational	
Brinsworth Manor JI	Bawtry Road / Brinsford Road	A631 Bawtry Road	Operational	
Dinnington JI	Laughton Road / School Street	Laughton Road	Operational -currently recruiting	
Maltby Lilly Hall JI	Lilly Hall Road / Cliff Hill	Lilly Hall Road	Operational	Interested in taking up SLA
Woodsetts JI	Worksop Road/ Guildingwells Road Crossroads	Worksop / Guidingwells Rd	Operational	Interested in taking up SLA
Aston Lodge JI	Lodge Lane School Gates	Lodge Lane	Operational	Unlikely to take up SLA
Aston CE JI	Lodge Lane School Gates	Lodge Lane	Operational	Interested in taking up SLA
Swinton Brookfield Primary	Lime Grove School Gates	Lime Grove	Operational	Unlikely to take up SLA
Kilnhurst JI	Highthorne Road @ St. Thomas Church	Highthorne Road	Not-Operational currently	Interested in taking up SLA
Swinton Queen Primary	Queen Street School Gates Zebra Crossing	Queen Street	Operational	Confirmed will be taking up SLA
Maltby Manor JI	Salisbury Road / Manor Road	Salisbury Road	Operational	Unlikely to take up SLA
Maltby Craggs/ St. Mary's	Hamliton Road / Muglet Lane	Muglet Lane	Operational	Interested in taking up SLA
Flanderwell JI	Flanderwell Lane / Central Avenue	Flanderwell Lane	Operational	Interested in taking up SLA
Kilnhurst Primary	Wharf Road / Canal Bridge	Wharf Road	Operational	Unlikely to take up SLA
Anston Brook Primary	Rackford Road / Ryton Road	Rackford Road	Operational	Unlikely to take up SLA
Laughton JI	School Road School Gates	School Road	Operational	Confirmed will be taking up SLA
Brinsworth Whitehill JI	Whitehill Road	Whitehill Road	Operational	Interested in taking up SLA
Swinton Fitzwilliam JI	Rookery Road School Gates	Rookery Road	Vacant Relief Cover only	Interested in taking up SLA
Harthill JI	Union Street School Gates	Union Street	Vacant Post	Unlikely to take up SLA
Dinnington JI	Doe Quarry Lane	Doe Quarry Lane	Vacant Post	Unlikely to take up SLA
Brinsworth Manor JI	Bonet Lane / St. Georges Drive	Bonet Lane	Vacant Post	Unlikely to take up SLA
Todwick JI	The Pastures	The Pastures	Vacant Post	Unlikely to take up SLA
Whiston Worry Goose JI	Cowrakes Lane / Park Avenue	Cowrakes Lane	Vacant Post	Unlikely to take up SLA
Anston Park JI	Park Avenue School Gates	Park Avenue	Vacant Relief Cover only	Interested in taking up SLA

	Fully Compliant Crossing Point at all levels

	Part Compliant - After adjustment of Site factors

	Not Compliant at any level.

Public Report
Cabinet and Commissioners Decision Making Meeting

Summary Sheet

Council Report

Cabinet and Commissioners' Decision Making Meeting – 14 November 2016

Rotherham Construction Partnership (RCP) Framework

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

Yes

Strategic Director Approving Submission of the Report

Damien Wilson – Strategic Director - Regeneration and Environment

Report Author(s)

Mike Mullins – Senior Quantity Surveyor, Regeneration and Environment
Ext 54113, michael.mullins@rotherham.gov.uk

Ward(s) Affected

All

Summary

This report seeks authority for the procurement of a Construction Contractor Framework for the following lots: Flat Roofing (individual contracts not exceeding £250k), Pitched Roofing (not exceeding £250k), Demolition (not exceeding £250k), Asbestos Removal (not exceeding £250k), Building Works 1 (up to £150k), Building Works 2 (between £150-£500k), Structural Repairs (not exceeding £50k), Mechanical Works (not exceeding £200k) and Electrical Works (not exceeding £200k).

Recommendations

1. That approval be given to the procurement of a framework of contractors to cover the works detailed in this report.
2. That the Council enter into framework contract agreements with the contractors appointed.

List of Appendices Included

Appendix A - Private Addendum for RCP Framework

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

Public report with exempt appendix

Title

Rotherham Construction Partnership (RCP) Framework

1. Recommendations

- 1.1 That approval be given to the procurement of a framework of contractors to cover the works detailed in this report.
- 1.2 That the Council enter into framework contract agreements with the contractors appointed.

2. Background

- 2.1 The majority of the Council's building construction is procured through either the YORbuild framework or the Efficiency North Framework (for social housing). The Council's own approved lists (for building works up to £150k and mechanical and electrical works up to £500k) expired in May 2016. As such the Council don't have an alternative in place as a fall-back to using either YORbuild or Efficiency North without issuing open tenders.
- 2.2 There are instances where it is not wholly appropriate to use the frameworks for example with roofing or demolition projects. These projects are currently procured through YORbuild and would be sub-contracted to a specialist contractor, with the main YORbuild contractor applying a management fee. This management fee can be in the region of 10% of the tender price and clearly this does not present best value to the authority.
- 2.3 It is proposed to create a new Rotherham Construction Partnership (RCP) Framework to replace the expired approved lists mentioned in 2.1 and also to cover those elements of work which are specialist in nature and would currently incur a main contractor management fee.
- 2.4 The proposed lots within the framework are as follows:
 - Flat Roofing (individual contracts not exceeding £250k),
 - Pitched Roofing (not exceeding £250k),
 - Demolition (not exceeding £250k),
 - Asbestos Removal (not exceeding £250k),
 - Building Works 1 (up to £150k),
 - Building Works 2 (between £150-£500k),
 - Structural Repairs (not exceeding £50k),
 - Mechanical Works (not exceeding £200k) and
 - Electrical Works (not exceeding £200k).

- 2.5 It is intended to use the RCP Framework for a period of 2 years with an option to extend for a further 12 months. The Council will engage with local contractors to ensure they are made aware of the opportunity and by engaging through the Chamber of Commerce. In addition as part of the quality evaluation the method statement questions will consider the use of local labour and the benefits that this may provide to the borough, these could include apprenticeships, work experience and visits to schools. Proposed methods for utilising the local supply chain and sub-contractors will also be considered.
- 2.6 In order to ensure both fairness of opportunity and value for money there will be a robust mechanism for using the list, selecting the next 4 contractors on the list plus the lowest 2 contractors from the previous tender in that category – subject to satisfactory checks.
- 2.7 Contractor performance will be monitored and poor performance will result in missed tendering opportunities.

3. Key Issues

- 3.1 The key issue is the approval to enter into a procurement process to appoint a list of successful contractors to the framework.

4. Options considered and recommended proposal

- 4.1 If approved, the Council will enter into framework agreements with the successful contractors in each relevant lot. Individual works contracts will be formed as required between the contractor concerned and the Council.

5. Consultation

- 5.1 The Procurement team has been consulted to ensure that the procurement of the framework is compliant with the Public Contracts Regulations 2015.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The existing approved lists expired in May 2016. To ensure the Council has a compliant framework in place for the proposed lots Officers estimate a procurement process of between 3 and 6 months.

7. Financial and Procurement Implications

- 7.1 The RCP Framework will be used to generate competitive tenders for construction works, providing best value to the Council.
- 7.2 All financial information relating to the framework is held in Appendix A the exempt appendix.
- 7.3 It is also proposed to allow other public sector bodies within South Yorkshire and the Sheffield City region to access the framework subject to legal advice.
- 7.4 Standing Orders 48 requires contracts valued at £50,000 and above to be tendered. This will be completed via the YORtender system.

8. Legal Implications

- 8.1 The procurement exercise will be carried out in accordance with the Public Contracts Regulations 2015. Appropriate advice from the Procurement team has been sought to minimise the risk of any challenge.

9. Human Resources Implications

- 9.1 There are no HR implications relevant to this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 There are no Children and Young People and Vulnerable Adults implications arising from this report.

11 Equalities and Human Rights Implications

- 11.1 Equalities and Human Rights Implications will be assessed as part of the tendering process.

12. Implications for Partners and Other Directorates

- 12.1 The framework will be available for use by the Council and subject to advice from Legal, could be made available to other public sector and voluntary sector bodies within the South Yorkshire and Sheffield City Region.

13. Risks and Mitigation

- 13.1 The contractors will be made aware that there is no guarantee of any work through the use of the framework; therefore there will be no liability over and above individual project contracts.
- 13.2 There is a risk that local contractors and small and medium sized enterprises (SME's) do not apply for or are not successful in securing a place on the framework. A suitable advertising strategy will be drawn up to ensure that local contractors are forewarned and kept informed.

14. Accountable Officer(s)

Paul Woodcock – Assistant Director, Planning, Regeneration and Transport,
ext 22971, paul.woodcock@rotherham.gov.uk

Approvals Obtained from:-

Strategic Director of Finance and Customer Services:-

Jon Baggaley, Finance Manager: Regeneration & Environment and Capital - 30th September 2016

Assistant Director of Legal Services:-

Ian Gledhill, Legal Services - 30th September 2016

Head of Procurement (if appropriate): Lorna Byne, Senior Category Manager,
Corporate Procurement Service - 6th October 2016

Mike Mullins – Senior Quantity Surveyor, Corporate Property Unit, Regeneration and
Environment, ext 54113, michael.mullins@rotherham.gov.uk

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