

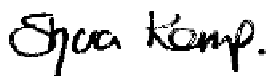
## OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date:- Friday, 16 September 2016  
Time:- 9.00 a.m.  
Venue:- Town Hall, Moorgate Street, Rotherham.

### AGENDA

1. Apologies for Absence.
2. Minutes of the previous meeting held on 2 September 2016 (Pages 1 - 7)
3. Declarations of Interest
4. Questions from Members of the Public
5. Youth Cabinet/Young People's Issues
6. Corporate Plan 2016-17 Quarter 1 Performance Report (Pages 8 - 74)
7. July 2016 Financial Monitoring Report (Pages 75 - 112)
8. Complaints Annual Report 2015-16 (Pages 113 - 172)
9. Safer Rotherham Partnership Annual Report (Pages 173 - 230)
10. Scrutiny Work Programme and Prioritisation (Pages 231 - 257)
11. Work in Progress (Chairs of Select Commissions to report)
12. Date and time of next meeting

Friday 30 September 2016 at 9.00a.m.



**SHARON KEMP,**

Chief Executive.

**Membership:-**

Chairman – Councillor Steele

Vice-Chairman – Councillor Cowles

Councillors Albiston, Allcock, Clark, Mallinder, Price, Sansome, Short, Julie Turner, Walsh and Wyatt.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**Friday, 2nd September, 2016**

Present:- Councillor Steele (in the Chair); Councillors Allcock, Clark, Cowles, Mallinder, Price, Sansome, Short, Walsh and Wyatt.

Apologies for absence were received from Councillors Albiston and J. Turner.

**1. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made at this meeting.

**2. QUESTIONS FROM MEMBERS OF THE PUBLIC**

There were no questions from members of the public or the press.

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

Further to Minute No. 24 of the Cabinet and Commissioners' Decision Making meeting held on 6th June, 2016, consideration was given to a report, presented jointly by the Deputy Leader and the Strategic Director for Children and Young People's Services, concerning the consultation on the proposal for a planned closure of the Silverwood (East Herringthorpe) and the Cherry Tree House (Masbrough) residential homes for children and also the relocation of the Leaving Care Service from Nelson Street to Hollowgate in Rotherham.

The submitted report stated that the consultation period had begun on Thursday 9<sup>th</sup> June, 2016 and had concluded at 12.00 noon on Friday 29<sup>th</sup> July, 2016. The affected stakeholders had been fully engaged during the consultation period and the report outlined the robust approach to the consultation and the subsequent outcomes and options, which were based on feedback from a range of key affected stakeholders.

Discussion took place on the report about the outcome of the consultation on the proposed closure of these Children's Residential Care Homes and the relocation of the Leaving Care Service. It was noted that the effective date for closure of the Homes was 31st December 2016.

Members discussed the following salient issues:-

: ensuring sufficient capacity to accommodate vulnerable children, whenever possible, within the Rotherham Borough area;

: the difficulty of accessing placements for vulnerable children, sometimes at very short notice and at different times of day or night; the continuing use of children's residential homes;

- : the availability and provision of respite care;
- : the use of 'crash pads', which is a comparatively expensive service provision;
- : the placement of children at times when their foster care arrangements break down;
- : the specific arrangements for the placement of children formerly resident in the two residential care homes – ensuring that there are better quality placements for these children, which will meet their needs and also ensure value for money;
- : the preference that vulnerable children should have family-based placements, rather than accommodation within residential homes;
- : the use of the sufficiency strategy to ensure that there are enough family-based placements available, as well as emergency or short-term placements for children;
- : discussion about the media reporting in the 'Rotherham Advertiser' newspaper (Friday 2nd September 2016 edition) concerning children in care;
- : confirmation that both of the children's residential homes (Cherry Tree House and Silverwood) are now empty, but have not yet been decommissioned; the redeployment of employees affected by the closure of these homes;
- : discussions between Children and Young People's Services and Housing Services about accommodation for young people leaving the care of the Local Authority;
- : arrangements for the future use or sale of the closed and decommissioned children's residential homes; the possible use of capital receipts realised from any sale of these properties;
- : meeting the needs of children whose vulnerability may include complex issues such as learning and/or physical disability, special educational needs, emotional difficulties, mental health difficulties, etc.;
- : the role of this Authority's Corporate Parenting Panel;
- : ensuring (by means of the sufficiency strategy) that there are placements for vulnerable children within the Rotherham Borough area or within a maximum distance of twenty miles from the Rotherham Borough area;
- : a comparison of in-house service provision and provision by private sector agencies and organisations; the use and monitoring of services

provided by organisations other than the Council.

Resolved:- (1) That the report be received and its contents noted.

(2) That the outcome of the targeted consultation with affected stakeholders, as described in the submitted report, be noted and the forthcoming Cabinet and Commissioners' meeting be informed of the following comments of this Board on the issues described:-

(a) the service proposals shall include provision for emergency placements for vulnerable children and young people, including the provision of 'crash pads';

(b) a service review ought to be undertaken, as soon as practicable, to ensure that vulnerable children and young people have foster placements, appropriate to their individual care needs, which are situated either within the Rotherham Borough area or within a maximum distance of twenty miles from the Borough area boundary.

(3) That, in accordance with the options appraisal and giving due regard to the feedback elicited from the consultation, the planned closure of both children's homes by the end of December 2016 be supported insofar as this Board is concerned.

(4) That the proposed budget transfers outlined within the submitted report be supported insofar as this Board is concerned.

#### **4. OUTCOME OF CONSULTATION AND PROPOSED FOSTER CARERS PAYMENTS SCHEME, SUPPORT AND DEVELOPMENT**

Further to Minute No. 35 of the Cabinet and Commissioners' Decision Making meeting held on 11th July, 2016, consideration was given to a report, presented by the Deputy Leader, concerning the proposal to improve the care experience for children in the Rotherham Borough area by ensuring, wherever possible, that they are looked after, in the Borough area, in a foster family environment. The report stated that the formal consultation period of six weeks had been held during July and August 2016, with foster carers, regarding the rationale and options for a revised scheme, in advance of scheme's proposed implementation during October, 2016. This revised scheme and 'sufficiency strategy' for foster care in Rotherham is based on providing financial incentive, good quality support and training.

The scheme's purpose is for the investment in improving the service offer to foster carers to facilitate attracting additional carers to foster for Rotherham and also to support the retention and development of existing foster carers. In addition, this scheme is an important enabler for the Council in meeting sufficiency of placement provision for Looked after Children and ensuring that, wherever possible, this provision is in a Rotherham foster family environment. Alongside other initiatives, this

scheme will enable the reduction of overall placement costs and avoid use of more expensive Independent Fostering Agency (IFA) and residential placements.

The Overview and Scrutiny Management Board discussed the following issues:-

: it was confirmed that the 'sufficiency strategy' for this service is intended to be a short- to medium-term campaign, rather than a long-term campaign;

: service development is happening against a background of an increasing number of Looked After Children who are in the care of this Council;

: the historic preference in Rotherham to have a small number of children allocated to a foster carer;

: after incurring costs initially, it is expected that the scheme will achieve financial savings in the medium term;

: currently, this Council has fewer than the average number of registered foster carers, when compared with other similar local authorities;

: some local authorities have allowed Council Tax reductions for foster carers, although that issue has not been considered by this Council;

: the alternatives of the placement of vulnerable children either in (i) residential homes, or (ii) with foster carers living within the Rotherham Borough area, or (iii) the use of out-of-Authority placements;

: there will continue to be children's residential homes provided within the Rotherham Borough area, although there will be service changes and improvements;

: ensuring the quality of foster care; the impact on issues such as the educational attainment of fostered children and their access to further education, training or employment and apprenticeships, after leaving school;

: the 'sufficiency strategy' intends to improve foster care for children and to ensure that a larger proportion of the fostered children remain resident within the Rotherham Borough area, instead of being placed with out-of-Authority carers;

: ensuring that foster carers, registered with this Authority, share the Council's moral sense of purpose;

: obtaining and using best practice from other local authorities;

: future analysis and monitoring of the foster care service and of the financial savings which the sufficiency strategy expects to achieve;

: the proposed increase in payments to foster carers will ensure that foster carers are not disadvantaged in terms of other state benefits they may receive;

: recruitment of a Marketing Officer to assist in the recruitment of more foster carers.

Resolved:- (1) That the report be received and its contents noted.

(2) That the following proposals detailed within the submitted report be approved insofar as this Management Board is concerned:-

(a) the proposed foster carer payment scheme, including short break foster carers' fees;

(b) the implementation of the amended relevant policy (on fees and allowances) as set out in appendix 1 of the report;

(c) the implementation of quality support and training as part of the improved offer for foster carers.

(3) 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.

(4) 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.

(5) 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.

(6) 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.

## **5. LIBRARY STRATEGY AND FUTURE LIBRARY & CUSTOMER SERVICE OFFER**

Consideration was given to a report, presented by the Cabinet Member for Neighbourhood Working and Cultural Services, summarising 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 Library Strategy and service offer.

The Library Strategy set out the vision, key principles and core offer for the Service and had been developed after an analysis of local need for the service and informed by feedback received during the consultation period. The assessment of local need identified a role for the Library Service in supporting employment opportunities, developing and improving key skills, including literacy, improving mental health, community cohesion and enabling access to digital information and services.

The submitted report included details of the feedback received and the proposed revisions to the original savings proposals. The report recommended the adoption of the Library Strategy and core service offer and the implementation of the revised savings proposals. The 2016-17 revenue budget related to the area of Libraries and Customer Services considered by this report was £5,034,590. This amount included property budgets of £1,220,333. The proposed reductions in expenditure across the review area would total £474,000 over the 2016/17 and 2017/18 financial years.

It was noted that the specific proposals 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.

Members' discussion included the following issues:-

: levels of public use of the libraries; means of counting occasional visitors, ie: people who may not have joined/registered as a member with a library; means of assessing the impact of the service;

: the role of libraries within communities;

: the success of specific schemes such as the 'Summer reading scheme';

: replacing the face-to-face cashiering service with payment kiosks – ensuring that assistance is provided for the public during the change-over period;

: mobile libraries and "books in the community" schemes;

: budget and service reductions affecting the mobile libraries and some community libraries;

: ensuring that community libraries are accessible, especially for people who have mobility or travelling difficulties; the impact of neighbourhood working and delivery of services, including the use and shared use and the cost of buildings;

: the effectiveness of the consultation process; impact of the needs analysis on future service delivery;



: equality impact assessments – copies to be provided for Elected Members;

: suggested use of external organisations to assist/become partners in the provision of a range of services within community libraries; also the possible co-location of services (eg: NHS services, job clubs);

: possible re-use of the wealth of statistical data collected to inform other service delivery by this Council;

: ensuring that library services are accessible by people who are living in the more remote communities within the Rotherham Borough area;

: commercial opportunities within libraries;

: promotion of the wide range of services available within libraries, including e-books;

: the digital infrastructure within the Borough to support access to services.

Resolved:- (1) That the report be received and its contents noted.

(2) That the results of the public consultation on the draft Library Strategy, future service offer for Libraries and Neighbourhood Hubs and associated savings proposals, as now submitted, be noted.

(3) That the Library Strategy 2016-19 and future service offer be endorsed and recommended for approval by the Council at its meeting to be held on 19th October, 2016.

(4) That the implementation of the revised savings proposals be endorsed and recommended for approval by the Council on 19th October, 2016, including the adjustment to the Medium Term Financial Strategy as detailed within the submitted report.

(5) That it be noted that further and more detailed analysis of local need will continue to inform and drive the future service offer.

### **Council Report**

Overview and Scrutiny Management Board – 16 September 2016

### **Title**

Corporate Plan 2016/17 Quarter 1 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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### **Ward(s) Affected**

All

### **Executive Summary**

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> 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 first in the 2016/17 reporting cycle for quarter 1 April – 30 June 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 102 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 first quarter (April - June 2016) 19 measures are progressing above or in line with the target set. Although this represents 18.6% of the total number of measures, performance shows that **43.2%** of measures which have data available for the first quarter are on target. **27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall).

### **Recommendations**

1. That the overall position and direction of travel in relation to performance be noted.
2. That measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics, be discussed.
3. That feedback be provided on the new reporting format.
4. That the 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

### **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 26<sup>th</sup> 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 9<sup>th</sup> December 2015.

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

This report was considered by the Cabinet and Commissioners' Decision Making Meeting on 12 September 2016.

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Title (main report)**

**Corporate Plan 2016/17 Quarter 1 Performance Report**

**1. Recommendations**

- 1.1 That the overall position and direction of travel in relation to performance be noted.
- 1.2 That measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics be discussed.
- 1.3 That feedback be provided on the new reporting format.
- 1.4 That the 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 4<sup>th</sup> 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 28<sup>th</sup> 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 9<sup>th</sup> 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 13<sup>th</sup> 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.

### **3. Key Issues**

- 3.1 The Corporate Plan includes 86 measures, however a number of these include different elements resulting in there being 102 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 1 Performance Report (Appendix A) sets out how the Council has performed in the first quarter of 2016/17 (April – June 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 Q1 Performance Scorecard (Appendix B) provides an analysis of the Council's performance against each of the 102 performance measures. Based on the frequency of reporting and targets set each of the measures are rated as follows:

**Overall status (relevant to target)**



Measure progressing above or in line with target set



Measure progress has been satisfactory but is not fully reaching target set



Measure has not progressed in accordance with target set



Measure under development (e.g. awaiting data collection or target-setting)



Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)



Measure information not yet available (e.g. due to infrequency or timing of information/data)

**Direction of travel (dependent upon whether good performance in high or low)**



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

3.5 At the end of the first quarter (April - June 2016) 19 measures are progressing above or in line with the target set. Although this represents 18.6% of the total number of measures, performance shows that **43.2%** of measures which have data available for the first quarter are on target. The direction of travel is also positive for **36%** (15) of the indicators measured this quarter (14.7% across the whole of the Corporate Plan).

3.6 **27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall) and **45.2%** (19) have seen a negative direction of travel (18.6% across the whole of the Corporate Plan).

- 3.7 There are a number of measures **42.2%** (43 in total) 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. A roll-out plan will commence in September 2016 to ensure awareness-raising, modelling and assessment of adherence to the behaviours expected of all staff. Future performance reports will include a progress update to demonstrate what has been done to embed the values and behaviours across the organisation.
- 3.9 The new quarterly reporting template has been developed in consultation with performance officers and the Strategic Leadership Team. Due to the adoption of a new reporting format, Cabinet Members and Commissioners are asked to provide feedback to with regards whether there is anything additional which they would like to see in future reports.
- 3.10 To ensure that the 2016/17 Corporate Plan is effectively performance managed formal quarterly performance reports will be presented to Cabinet/Commissioner Decision-Making meetings during 2016/17:
- Quarter 2 Performance Report (performance to end September 2016) – 14<sup>th</sup> November 2016
  - Quarter 3 Performance Report (performance to end December 2017) – 13<sup>th</sup> 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.
- 4.2 It is recommended that Cabinet and Commissioners adopt the new reporting format and provide feedback regarding any additional information they would like to see in future reports.



## **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 26<sup>th</sup> November 2015, with this formally considered by members at the Council meeting on 9<sup>th</sup> December 2015 and approved on 13<sup>th</sup> 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 18<sup>th</sup> November 2015, with regard to the draft Corporate Plan; and more recently, on the revised plan, on 17<sup>th</sup> May 2016 and on the approved plan and service planning on 27<sup>th</sup> 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.

## **6. Timetable and Accountability for Implementing this Decision**

- 6.1 This is the first quarterly Performance Report. The Quarter 2 Performance Report will be presented to Cabinet and Commissioners on 14<sup>th</sup> November. Paragraph 3.10 above 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 13<sup>th</sup> 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 **27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall) and **45.2%** (19) have seen a negative direction of travel (18.6% 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://modern.gov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

# RMBC CORPORATE PLAN 2016-17

## PERFORMANCE REPORT

**Period:**

**Quarter 1 – April - June 2016**

### **About this report:**

This report sets out how the Council has performed in the first 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.

<p><b>Every child making the best start in life</b></p> <p>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.</p>	<p><b>Every adult secure, responsible and empowered</b></p> <p>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.</p>
<p><b>A strong community in a clean safe environment</b></p> <p>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.</p>	<p><b>Extending opportunity, prosperity and planning for the future</b></p> <p>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.</p>
<p><b>Running of a modern, efficient Council</b></p> <p>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.</p>	

## 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
<b>Priority 1 - Every child making the best start in life</b>	<b>A.</b> Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect
	<b>B.</b> Children and Young people are supported to reach their potential
	<b>C.</b> Children, young people and families are enabled to live healthier lives
<b>Priority 2 - Every adult secure, responsible and empowered</b>	<b>A.</b> Adults are enabled to live healthier lives
	<b>B.</b> Adults and carers are supported to be safe, independent and resilient within a personalised model of care and support
<b>Priority 3 - A strong community in a clean, safe environment</b>	<b>A.</b> Communities are strong and people feel safe ( <i>also contributes to priority 2 – Every adult secure, responsible and empowered</i> )
	<b>B.</b> Streets, public realm and green spaces are clean and well maintained
<b>Priority 4 - Extending opportunity, prosperity and planning for the future</b>	<b>A.</b> Businesses supported to grow and employment opportunities expanded across the borough
	<b>B.</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> )
	<b>C.</b> Adults supported to access learning improving their chances of securing or retaining employment
<b>Priority 5 - Running a modern, efficient Council</b>	<b>A.</b> Maximised use of assets and resources and services demonstrate value for money
	<b>B.</b> Effective governance arrangements and decision making processes are in place
	<b>C.</b> Staff listen and are responsive to customers to understand and relate to their needs
	<b>D.</b> 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 102 measures:

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

At the end of the first quarter (April - June 2016) 19 measures are progressing above or in line with the target set. Although this represents 18.6% of the total number of measures, performance shows that **43.2%** of measures which have data available for the first quarter are on target. The direction of travel is also positive for **36%** (15) of the indicators measured this quarter (14.7% across the whole of the Corporate Plan).

**27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall) and **45.2%** (19) have seen a negative direction of travel (18.6% across the whole of the Corporate Plan).

There are a number of measures **42.2%** (43 in total) 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.

### Priority 1 - Every child making the best start in life

- 1 measures (8% of those measured this quarter) are progressing above or in line with target set
- 6 measures (46% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 6 measures (46% of those measured this quarter) have not progressed in accordance with target set
- 4 measures targets are not applicable
- 10 measures do not yet have data available due to the infrequency/timing of the data

Significant improvement continues to be made to ensure that every child makes the best start in life and overall the feedback received from the Ofsted Improvement Visits has been positive. It is however recognised that there are still areas which 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 26%, well below the target of 95%. A whole service review has however been undertaken and a waiting list initiative is being implemented to improve performance.

### Priority 2 - Every adult secure, responsible and empowered

- 6 measures (66% of those measured this quarter) are progressing above or in line with the target set
- 3 measures (34%) progress has been satisfactory but is not fully reaching target set
- 0 measure has not progressed in accordance with target set
- 5 measures targets are not applicable
- 9 measures do not yet have data available due to the infrequency/timing of the data

Good progress has been made overall and the majority of measures are on track to achieve the targets set. Areas which require improvement include delayed transfer of care (from hospital) and the number of carer's assessments.

There is no data currently available for the Public Health due to the frequency of the measures which is annual. Public Health are currently re-commissioning 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.

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

- 4 measures (44% of those measured this quarter) are progressing above or in line with target set
- 2 measures (22%) progress has been satisfactory but is not fully reaching target set
- 3 measures (34%) not progressed in accordance with target set
- 4 measures targets are not applicable
- 4 measures do not yet have data available due to the infrequency/timing of the data

Although progress is being made to ensure communities are strong and people feel safe national factors are making meeting of some targets challenging.

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.

Areas which require improvement include reports of anti-social behaviour, decline in the number of book borrowers, pedestrian footfall in the Town Centre and number of missed bin collections.

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

- 4 measures (80% of those measured this quarter) are progressing above or in line with target set
- 1 measures (20%) progress has been satisfactory but is not fully reaching target set
- 0 measures not progressed in accordance with target set
- 12 measures do not yet have data available due to the infrequency/timing of the data or are under development

The majority of data is currently unavailable due to the frequency being annual. However recent progress has seen the Business Growth Board identifying a number of key projects and sites which are to be developed and delivered to help revitalise the local economy. Interim data for measures relating to high quality accommodation also indicate that the measures are on track.

To the end of June 2016 enrolments are slightly up on last year. The addition of a further 300 expected enrolments which are still being collated should ensure the Council achieves the target to increase the number of people aged 19+ supported through a learning programme.

#### Priority 5 - Running a modern, efficient Council

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

Current forecasts, suggest that the Council is facing a funding gap of at least £42m over the period up to 2020 and the significance of the challenge given the extent of the savings already achieved and the growing demand and cost of services, like social care. It is therefore pleasing to see that revenues collected from council tax and business rates are generally in line with the Council's financial planning assumptions.

Reasonable progress continues to be made in key improvement priorities that could affect the ultimate opinion given on the 2016/17 Annual Governance Statement

Areas of concern include % of complaints closed within the timescales, resident satisfaction, barriers to increasing the number of online transactions, sickness days lost per FTE and reduction in agency staff 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:

A series of Improvement Visits have been carried out in Children's Social Care by Ofsted since August 2015, with the latest one concentrating on the Early Help Service in April 2016.

Feedback has been very positive and findings included;

- Considerably strengthened and robust relationships were fully established between the DCS, lead member and Chief Executive with the promise of this being added to by the new independent chair of the Rotherham Safeguarding Children Board (RSCB)
- Improvement of compliance and practice across social care, including robust screening of contacts and referrals in the MASH, timely assessments which include evidence of children being seen and continued improvement of Child Sexual Exploitation (CSE) practice
- The pace of improvement in relation to development of the early help programme over the past six months has been positive and rapid. This is integral to the successful development of the children and young people's transformation programme 2015-2021.

It is however recognised that the quality of practice needs further improvement. The recruitment of the new permanent Head of Quality Assurance and Safeguarding has seen the further development of the 'Beyond Auditing' Framework being implemented across social care. The framework provides a programme of audit in each of the Children and Young People's Service areas, repeated twice annually. The aim is to sample in the region of 10% of the work in each service during each audit period and make visible service and team level reporting in relation to the quality of recent social work practice in 6 key areas. The purpose is to demonstrate systematically where improvements in practice occur and show where improvements have not been achieved. The framework also aims to connect audit to learning – both through coaching conversations and feedback during the period of the audit and by ensuring that service action plans and the workforce development agenda are influenced by a real understanding of current practice in Rotherham. The first programme audit was completed in June 2016 (Children in Care Service), the second (Child in Need Service) will conclude during mid-August 2016.

The quality assurance activity (including Beyond Auditing outcomes) shows that much work to improve practice quality consistently is still required. Case file audits most consistently outturn as requires improvement, however there is still a large proportion of inadequate work on audit, with relatively few good examples (though these are beginning to emerge). Findings do show some variation from service to service and team to team. The Children and Young People's Improvement Plan is one of the main arrangements in place to assure Commissioners, Members and

Strategic Leaders that all the failings reported by Ofsted and the Jay report are being satisfactorily addressed. The plan is updated and considered on a monthly basis with robust scrutiny and challenge in place which holds officers to account and provides evidence of improvement.

The overall number of new referrals into children's social care previously has been consistently around 400 per month. There has been a step increase for the last two months with June at 477 referrals. However the proportion of these which are 're-referrals' although having a slight increase in June is overall on a downward, improving trend – 27.8% compared to 33.3% in April 2016.

The Local Children's Safeguarding Board (LSCB) continues to raise the profile of Child Sexual Exploitation (CSE) and the impact can be seen through the consistent referral rates. A CSE profile has been developed to help all agencies better understand prevalence and the Police and Social Care continue to work together on a number of operations. This joint work resulted in 7 prosecutions during quarter 1.

### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No. 1.A2</b> - 24% of the targeted troubled families are now engaging with the Families for Change programme on target for 100% of 16/17 target</p>	<p><b>Ref No. 1.A4</b> - Increase in children becoming subject of a child protection plan for second or subsequent time to 6.1% quarter 1 from 4.7% quarter 4 <b>(Priority Measure)</b> - <i>'deep dive' will be undertaken to establish if there is any correlation between this and the CPP review last year.</i></p>
<p><b>Ref No. 1.A3</b> - % of re-referrals within 12 months has decreased from 30.7% in Apr-16 to 29.9% in Jun-16 <b>(Priority Measure)</b></p>	<p><b>Ref No. 1.A5</b> - Very slight decrease in children in care placed in a family based setting. 84.4% compared to 84.5% at the end of March. <b>(Priority Measure)</b> - <i>number of service improvement activities are currently underway</i></p>

### Performance story/narrative:

**Ref No. 1.A1** - Early help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years. Effective early help relies upon local agencies working together to:

- Identify children and families who would benefit from early help
- Undertake an assessment of the need for early help
- Provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to significantly improve the outcomes for the child.

Through the Early Help Strategy the aim is to reduce the demands upon specialist and higher tier services. The process began integrating staff from a range of previously separate services and professional disciplines; education welfare, youth offending, children centres, integrated youth support, family support and troubled families, into the new Early Help integrated locality teams on the 5<sup>th</sup> October 2015.

**Ref No. 1.A2** - The Families for change programme is well embedded in the Early Help Programme with the Families for Change coordinator sitting on the Early Help Senior Leadership Team (SLT). There is evidence of real synergy between the programme, Police and Youth Offending Team.

In 2016/17 Rotherham has committed to identifying and engaging 882 families in the Troubled Families Programme (known locally as Families for Change). In June, 71 new families were attached to the programme; this represents a cumulative figure of 24% for the year. If families are attached to the programme evenly throughout the year this figure is exactly on target.

**Ref No. 1.A3** - There are 354.4 (rate per 10K population) children classified as needing help and protection in Rotherham. 94.4% of those children have an upto date plan. Although since March there has been a month on month increase in open cases taking our overall CIN rate to 354.4 this is still below statistical neighbour average of 372.4.

The service has also established a robust step down process that ensures when the social work intervention is complete the families that need it will be supported by Early Help.

**Ref No. 1.A4** - The latest performance data indicates substantial improvement of the compliance elements of child protection planning work, for example there are no children who have been on a Child Protection Plan (CPP) for over 2 years which is a significant improvement in the last 12 months. This is indicative of increased grip and management oversight of these cases. However, audit activity demonstrates that there is still much to do about the quality of co-ordinated support across partner agencies. In addition to this, the proportion of plans starting a new CPP who are on their second or subsequent plan is on the increase to 6.1% (target of 4%) and a 'deep dive' will be undertaken to establish if there is any correlation between this and the CPP review last year.

**Ref No. 1.A5** - The number of children cared for in family based settings continues to rise and is currently at 84.4% which is just below the target of 87.5%. A number of service improvement activities are currently underway that will positively impact on the achievement of this target, including the introduction of Family Group Conferences and improving the support provided to foster carers.

**Ref No. 1.A7-1.A8** - There are no specific targets in relation to Child Sexual Exploitation (CSE) as numbers can fluctuate significantly and can be hard to predict. However in the first quarter there has been a month on month decrease in new social care referrals for Child Sexual Exploitation (CSE). In total 52 have been received between April and June compared to 78 in the previous 3 months. Police data shows a small increase in prosecutions this quarter to 7 compare to 5 in the previous three months. The numbers of new referrals for survivor support for quarter 1 is 104 which may indicate a small decrease in demand since 2015/16 where the total for the year was 524. A number of factors can impact on this subject area and external factors such as media coverage can lead to increase in awareness and referrals. Trends will need to continue to be monitored as Rotherham fully

understands what its 'standard' rate will be.

**Ongoing risks and challenges ahead:**

The key challenges for Early Help over the next 6 months include managing sickness absence which has seen a month on month increase recently. This is being monitored weekly and managed on a case by case basis.

There is also an increased need for partners to undertake Early Help assessments and for their staff to take the lead and assume the lead professional co-ordination role when working with families. Work is ongoing across localities to promote this with additional training support provided to lead professionals to increase confidence when co-ordinating support, monitoring is being developed and reported in the Early Help scorecard.

**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:**

Progress has been made during quarter 1 to support this outcome with the rate of increase for exclusions dropping and a significant amount of joint working taking place between Children and Young People's Services (i.e. School Improvement/Early Help) with Schools.

Although currently falling below the target work continues to help young people who are not in education, employment or training and performance remains in line with statistical and national neighbours.

Some quarter 1 performance information is not yet available. This is mainly due to school results being released in August and the confirmation and validation of the revised Persistent Absence (PA) data required from school settings in early September.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<p><b>Ref No. 1.B2</b> - The proportion of children and young people who attend a good or better school has increased by nearly 20% from 66% in August 2012 to 84.9% at the end of quarter 1.</p>	<p><b>Ref No. 1.B6</b> - 5.6% of young people aged 16-18 were not in Education, Employment or Training (NEET) against a target of 4.9% at the end of quarter 1 (lower is better), compared with 5.3% at the end of the previous quarter - <i>Each area has developed an action plan to reduce numbers</i></p>

**Performance story/narrative:**

**Ref No. 1.B1** – The % eligible disadvantaged 2 year olds taking up an early education and childcare place in the Spring term was 84%. This continues to be above national take up levels and is above the target set in the corporate plan of

80%. Summer term data will not be available until September. However, it should be noted that there can be termly fluctuations in take up levels. The Early Years and Childcare Service continue to promote the 2 year old entitlement and work in partnership with children's centres to support and encourage parents to access eligibility checks and then take up provision if eligible.

**Ref No. 1.B2** - The proportion of schools judged as good or better has increased by nearly 20% from 66% in August 2012 to 84.9% at the end of quarter 1. The latest comparison to the national average is 87% in June 2016. The gap to the national average is reduced to 1%.

**Ref No. 1.B3** - A framework for supporting and challenging the leadership of schools of concern is in place to ensure that all schools have the capacity 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 policy is reviewed each year in line with changes introduced by the Department for Education. The local authority identifies and challenges underperformance, 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.

**Ref No. 1.B4** – The Early Help Service continues to work with schools on a case by case basis to improve attendance and therefore reduce the numbers of persistently absent children. The latest figures for primary schools show there has been a decrease in overall absence rates across primary schools in Rotherham. The overall absence rate decreased from 4.4% in Autumn 2014 to 4.0% in Autumn 2015. The percentage of pupils who are persistently absent has decreased from 12.9% in Autumn 2014 to 10.9% in Autumn 2015.

The latest Secondary School figures show there has been a decrease in overall absence rates across secondary schools in Rotherham. The overall absence rate decreased from 5.8% in Autumn 2014 to 5.3% in Autumn 2015.

Following a DfE consultation, a revised persistent absence measure was introduced where a pupil enrolment is classified as a persistent absentee (PA) if they miss 10% or more of their own possible sessions. The change in the way persistent absence is measured has been backdated and is therefore effective from September 2015. Due to this the targets for both Primary and Secondary are being revised and schools have been asked to re-calculate performance. We will be in a position to report the academic year out-turn against this measure now at the end of quarter 2 (September 16).

**Ref No. 1.B5** – Services have worked very closely with schools and partners around exclusion, provision for social emotional and mental health needs and the use of alternative provision. The suitability of services and provision for children and young people was not providing the best outcomes for this highly vulnerable group of children and young people. Staff have looked at national guidance and best practice, and consulted with key partners who work and provide services in schools. Following the review, the Council, schools and partners have agreed a joint

approach to supporting more vulnerable groups of learners. Specific improvements include creating a new role and remit for the pupil referral units, establishing better partnerships in schools, providing support earlier and developing consistent and fair procedures across the borough.

Numbers of exclusions in secondary schools has doubled each year from 2013 – 2015 from 12 to 50. This academic year (Sept 2015 to July 2016) the rate of growth of permanent exclusions in secondary schools has significantly slowed to 53, almost halting the increase. This is still too high and the emphasis now is on a reduction over the next academic year (Sept 2016 to July 2017).

**Ref No. 1.B6** – The June verified figure of 5.6% for young people not in Education, Employment or Training (NEET) has not met the local monthly target set at 5.3 %, however does represent an improvement on the same period last year (5.7% June 2015). Latest comparative data with stat neighbours/region and national (May 2016) shows that Rotherham figures remain in line with statistical and regional neighbours but are not matching national figures (4.4% May 2016). Each area has developed an action plan to reduce numbers of 16 and 17 year olds NEET with a particular focus on deprived communities and all have clear working arrangements with schools to support young people at risk of NEET in Year 11.

**Ref No. 1.B7** – Current performance for Education, Health and Care plans (EHC plans) within timescales is 67% which is slightly above national average. A projected fall in percentage is expected over Summer 2016 due to school/college closure. School and setting closure will have an impact upon completion of plans, although this will be reflected nationally. SEND Code of Practice paragraph 9.42 states *“Where there are exceptional circumstances, it may not be reasonable to expect local authorities and other partners to comply with the time limits above. The Special Educational Needs and Disability Regulations 2014 set out specific exemptions. These include where: the educational institution is closed for at least 4 weeks, which may delay the submission of information from the school or other institution.”*

**Ref No. 1.B8** - Children Centres registration rates across the borough are currently below the 94% target at the end of quarter 1 (currently 89%), this is mainly due to several staff vacancies/long term sickness across south and central, which has had an impact on the data. These posts have now been approved and recruitment is underway which should have a positive impact on the data in quarter 2. The registration rates have also dropped since the end of last quarter 4 – this quarter 1 this is due to an issue with the new birth/under 1 year old data from health. Health colleagues aren't currently receiving all the new birth data and are unable to pass this on; this is being investigated by health and Early Help. The 30% Lower Super Output Area (LSOA) registration rates across the borough are better and are just under the 95% target (93%), demonstrating that those families living in the areas with the highest needs are being targeted.

Enhanced data analysis had identified gaps in Children in Need (CiN) and Looked after Children (LAC) registered and engaged. This has been addressed at a strategic operational level with data being shared more effectively across the service, to ensure that where possible 100% of CiN, LAC and those on a Child Protection Plan



are registered and accessing services. This should have a positive impact on the data in quarter 2. At the end of May 2016 all LAC aged 2, 3 and 4 were accessing their entitlement (or private Early Years provision if in adoptive placements). Of those children only 1 was accessing a setting with an Ofsted rating of 'Requires Improvement' with all others accessing settings with Ofsted ratings of 'Good' or 'Outstanding'.

**Ref No. 1.B9** - A desk top annual risk assessment is carried out by the Rotherham School Improvement Service early in the Autumn term using a range of data and information to:

- Identify underperformance in different key stages and vulnerable groups
- Identify good and outstanding performance
- Identify where there is capacity within the system for schools to engage in system leadership

Un-validated attainment data will be available during quarter 2

A series of targeted support workshops focusing on phonics, KS1 reading and maths and KS2 grammar, punctuation and spelling were held in the Autumn term of 2014 and 2015. Schools with a proven track record of success were invited to lead mini sessions sharing aspects of their leading practice to an invited audience of leaders who needed to ensure improved outcomes in their schools. This has helped to secure much stronger outcomes in 2015 and 2016.

Extensive training has been provided to foster carers to help them better support the education of the children they care for.

**Ongoing risks and challenges ahead:**

From September 2016 LAs will no longer be required to track young people who are NEET of academic age 18 or submit information about them to National Client Caseload Information System (NCCIS). The requirement to track and support 16 and 17-year-olds (i.e. up until the end of the academic year in which they turn 18) will continue, and young adults with current Education, Health and Care Plans will still be tracked and supported up to 25 years. This will have an impact nationally on performance and therefore targets will need resetting from September 16 onwards. There is a continuing rise in the requests made for Education, Health and Care Plans and so meeting timescales will continue to be challenging.

There is a recent increase in exclusions at primary level with a rising need regarding mental health for younger children and the Social, Emotional and Mental Health (SEMH) strategy has been expanded to address this.

The proportion of schools converting to academies is significantly increasing in line with the Government academy conversion programme. The Assistant Director of Education and Skills meets with the Regional Schools Commissioner to raise concerns regarding issues and outcomes for underperforming academy schools in Rotherham.

## 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 and are currently in the process of procuring 0-19s children’s health, sexual health, and drugs and alcohol recovery services. These are performance managed in the contracts with the providers.

No activity data is available for 2016/17 as most measures are annual. The most recent data shows good progress for smoking status at time of delivery (SSATOD) which continues to decrease. 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 there are early signs from local unvalidated data that this is improving.

Progress throughout quarter 1 was affected by a whole service restructure within RDASH CAMHS. The new service structure was not fully recruited to until June 2016 and prior to that, there were a number of vacancies within the service that led to capacity issues and increases in waiting times.

The CAMHS service, with its full staffing complement, is focussing its resources on reducing the waiting times and these are now moving in the right direction, with a recent significant fall in those waiting. It is therefore anticipated that there will be an improvement in the two key performance targets by the end of quarter 2.

The CAMHS locality workers are now in post and establishing 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. 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 - currently no data for 2016/17 due to annual measures

Good/improved performance:	Areas of concern:
	<p><b>Ref No. 1.C4 a)</b> - 88.2% of <i>Child and Adolescent Mental Health Service (CAMHS)</i> referrals triaged for urgency within 24 hours of receipt against a target of 100% - <i>CAMHS has been reconfigured to full capacity to improve the prioritisation of referrals</i></p>
	<p><b>Ref No. 1.C4 b)</b> - 26% of triaged</p>

	CAMHS referrals that were assessed within 3 weeks against a target of 95% - <i>waiting list initiative being implemented to improved performance</i>
<p><b>Performance story/narrative:</b></p> <p><b>Ref No. 1.C1-1.C3</b> - 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.</p> <p><b>Ref No. 1.C1</b> – 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.</p> <p><b>Ref No. 1.C2</b> – The National Child Measurement Programme weighs and measures children in Reception and Year 6 on an annual basis to monitor childhood obesity. Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. These are actively marketed by 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’. The Rotherham Healthy Schools Programme continues to support initiatives around healthy eating and physical activity.</p> <p><b>Ref No. 1.C3</b> – 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.</p> <p>The recent decrease in the chlamydia detection rate was picked up via performance management of the Provider Trust. To remedy this, an improvement plan was requested. 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.</p> <p><b>Ref No. 1.C4 a)</b> - The percentage of referrals triaged for urgency within 24 hours of receipt has remained below the target of 100%. There was a dip in performance from 99.4% in March 2016 to 85% in April 2016 however this figure has steadily risen to 88.2% at the end of quarter 1. A service reconfiguration has been put in place to ensure that additional capacity is in place to manage the number of referrals being received.</p>	

**Ref No. 1.C4 b)** - The percentage of triaged referrals that were assessed within 3 weeks has remained significantly below the target of 95%, with the performance in quarter 1 being static at 26%. The backlog of initial assessments is now reducing due to the waiting list initiative and there should be a corresponding increase in performance against targets in quarter 2. A short term re-alignment of staffing has been undertaken to allow the prioritisation of those young people on the waiting list and to address any new referrals coming into the system.

**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. It is currently out to public consultation for feedback on how to best prioritise services. Public Health is also in the process of procuring three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery.

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 taking place 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 are re-commissioning 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.

A simple analysis would suggest demand for crisis loans is broadly on track to repeat the levels of need in 2015/16, when around 1,000 loans were issued. For food parcels, latest figures might suggest an increase on the 2,500 issued last year.

#### Exceptions:

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

#### Performance story/narrative:

**Ref No. 2.A1-2.A3** – 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** – 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** – 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** – 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.

**Ref No. 2.A4** – The national recommendation regarding suicide prevention was to

have a local action plan. Rotherham's Action Plan has recently been updated (July 2016) On 22 July 2016 Rotherham launched the first phase of a suicide prevention campaign in an attempt to get men to speak out about suicide. 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.

**Ref No. 2.A5** – The commissioning of substance misuse services has seen recent improvements in the measure for successful completion of drug treatment. The Drug and Alcohol Recovery Hub, Carnson House, opened in July 2015. It provides a central location for recovery focussed services/interventions with a range of group work and activities available to support people. The programme includes sessions provided by partner agencies such as housing and employment.

**Ref No. 2.A6 a) and b)** - The Local Welfare Provision (LWP) measures are split across the provision of food parcels provided (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). This first quarter data shows consistency with the final quarter of 2015/16 in terms of food parcels issued (though more individuals supported as a result), and a reduction in the numbers of loans issued. In the case of both measures, the latest monthly figures (for June) have fallen from previous months, which may reflect seasonal variations in demand (and peaks towards the end/start of each) financial year. At this early stage in the performance year it is difficult to predict how future demand will develop, but a simple analysis would suggest demand for crisis loans is broadly on track to repeat the levels of need in 2015/16, when around 1,000 loans were issued; and in terms of food parcels, latest figures might suggest an increase on the 2,500 issued last year. But these situations will continue to be monitored via routine contract management arrangements with Laser and FareShare."

#### **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. It is currently out to public consultation for feedback on how to best prioritise services. Public Health is also in the process of procuring three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery.

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

**Lead accountability:** Graeme Betts, Interim Strategic Director Adult Social Care and Housing. Anne Marie Lubanski, Strategic Director Adult Social Care and Housing commenced on 9<sup>th</sup> August 2016.

#### **Overview of progress:**

Good" overall progress is being made in quarter 1 across the 11 actions for this outcome. With several key milestones being achieved in service areas including Safeguarding and re-modelling of Assessment and Care Management front line

services.

Service Plans will capture and refresh the on-going initiatives and key milestones for the actions in the Corporate Plan that will provide the overall evidence of delivery of the Outcome.

Measures supporting these actions for this outcome are indicating a positive direction of travel, with most measures on track to meet individual targets. Only one priority measure - Delayed Transfers of Care (DTC from hospital), is currently rated amber. Services supported by the Performance and Quality Team expect current actions (including performance clinics and investigations) to be able to mitigate against risk of not achieving targets by year end. The number of carers assessments are lower than expected at this stage and reasons are being investigated and although learning disability employment is below target, the required increase of 4 more people is deemed achievable.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<p><b>Ref No. 2.B1</b> - No. of Safeguarding investigations (Section 42 enquiries) completed in line with target at 130 <b>(Priority measure)</b></p>	<p><b>Ref No. 2.B2</b> – Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population currently stands at 2.9 <b>(Priority measure)</b> - <i>Current spike being investigated and performance clinic scheduled with partners</i></p>
<p><b>Ref No. 2.B4 a) and b)</b> - Proportion of Adults receiving self-directed support 79.6% and Carers in receipt of Carer specific services 100% - both above target <b>(Priority measures)</b></p>	<p><b>Ref No. 2.B5</b> - Number of carers assessments lower than target profile at 430, against an annual target of 2500 – <i>actions to recover being investigated.</i></p>
<p><b>Ref No. 2.B9 a), b) and c)</b> - Permanent admissions to residential care for all adults (under and over 65) are performing better than target profile. However spend measure is indicating a budget pressure which is being investigated <b>(Priority measures)</b></p>	<p><b>Ref No. 2.B10</b> - Supporting people with a Learning Disability into employment currently slightly below 6% target at 5.7% - <i>Current employment plans in place to recover but some risk that may not be sustained</i></p>

**Performance story/narrative:**

**Ref No. 2.B1**- Implementation of the published new Rotherham Safeguarding Adult Board Strategy (RSAB) is taking place and several actions have already been completed. These include key appointments of an independent Safeguarding Adult Board Chair (Sandie Keene) and a new post of Independent Safeguarding Adult Board Manager. Sub groups for training and development, Making Safeguarding Personal (MSP) and policy have also been established and membership and chairs are in place. A RSAB constitution is being developed and RSAB partnership funding is being negotiated. Training for workforces (Joint training in Mental Capacity Act, Deprivation of Liberty Safeguards, and Safeguarding) is being rolled out for all board member agencies and RSAB development/away days have taken place.

**Ref No. 2.B2** - 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 (Voluntary Action Rotherham) representatives, who provide the customer voice feedback as well as direct service input. 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.

**Ref No. 2.B3** - People are getting information and advice early. Carer support officers are delivering a service to customers (at the first point of contact) through Assessment Direct (single point of access). The support officers provide information and advice, direct to universal service where appropriate and arrange a carer's assessment either on the same day over the phone or via an appointment. This improves the carer's experience and avoids build-up of delays whilst awaiting an assessment. Future options to develop self-assessment and review processes via the web based on-line Connect to Support are also being explored.

**Ref No. 2.B4-2.B5** - 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.

Other examples of improved personalised approaches are evidenced from recent reviews of customer's attending traditional day services at Copeland Lodge, who have been supported to have more personalised packages. Making better use of direct payments and community assets identified through recently appointed link workers in specific areas of the borough. This has increased customer's personal choice and control and encouraged new providers to come forward as well as informed the service's future commissioning requirements.

**Ref No. 2.B6-2.B8** - The enabling service is currently being reconfigured to provide a more efficient and cost effective service for the future. Consultation with staff has taken place and it is envisaged that the new service will provide a more agile and responsive service and meet the needs of more complex customers into the future. The service was inspected by the Care Quality Commission in July 2016 and was awarded an overall rating of 'Good'.



**Ref No. 2.B9** - Development of an Adult Care Market Position Statement is within the work programme with revised commissioning intentions being scheduled to impact from 2017/18. However, opportunities to refresh existing contractual provider and models of service arrangements are to be identified in year and progress made will be reported in future reports. The immediate focus is on developing learning disability, autism and mental health strategies incorporating Market Position Statements where relevant.

**Ref No. 2.B10** - 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.

**Ref No. 2.B11**- 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.

### 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 although national factors are making meeting of some targets challenging. The key milestones of the approval of the Safer Rotherham Partnership Plan, the requirement of the Licensing Policy for installation of cameras in taxis and the commissioning of a Town Centre Masterplan have been achieved.

Measures supporting these actions are showing 3 areas of concern. One priority measure, active borrowers, is rated red and steps are being taken to address this despite a national decline in the numbers of borrowers. Reports of Anti-Social Behaviour (ASB) are increasing although some key 'sub-categories' of ASB are improving. Tackling ASB, Hate Crime and Domestic Violence are key priorities of the Safer Rotherham Partnership, whose plan was approved in June 16. Pedestrian footfall is down on the same quarter in 2015/16 and faces a significant challenge to maintain it. Research into shopping experience and initiatives to improve planning and investment should help improve footfall.

The measure on Licensing is due to report for the first time in quarter 2. Other measures linked to community safety are not subject to assessment of status.

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:
	<p><b>Ref No. 3.A1</b> - A 7% (257 cases) increase in reported instances of anti-social behaviour in Rotherham - <i>Reduction in ASB is a key priority of the Safer Rotherham Partnership</i></p>
	<p><b>Ref No. 3.A6</b> - A 760 decrease from Q1 2015/16 in the number of people borrowing books and other materials from libraries (<b>Priority Measure</b>) - <i>Actions to increase numbers of Active Borrowers including Marketing Plans, and links to events and National offers are taking place. National picture shows a nationwide decline in active</i></p>

	<p><i>borrowers.</i></p> <p><b>Ref No. 3.A7</b> - A 9% decline in aggregate pedestrian footfall in the Town Centre from Q1 2015/16. - <i>Research relating to shopper experience and business performance is underway to determine the factors influencing footfall and spend. The Supplementary Planning Document is intended to help ensure appropriate development, attract investment and strengthen the retail, leisure and residential offer in the town centre which directly affects footfall</i></p>
<p><b>Performance story/narrative:</b></p> <p><b>Ref No. 3.A1</b> – Although reports of anti-social behaviour are showing a 7% increase compared to the same period last year, it is against a backdrop of an unusually high 15% reduction in quarter 1 2014/15.</p> <p>For the reported period, complaints of rowdy &amp; nuisance behaviour (37%), littering (19%) and rowdy &amp; nuisance neighbours (12%) were significantly the highest number of reports made. However, for this period, rowdy &amp; nuisance behaviour was down 2.3% on the previous year and littering is showing a 60.6% increase (although this is for relatively small numbers - 53 incidents compared to 33 for the earlier period).</p> <p>Operational planning is taking place to tackle anti-social behaviour during peak periods (dark nights). In addition, anti-social behaviour hotspots, repeat victims and perpetrators continue to be a focus of multi-agency the Case Identification Meetings (CIM), Performance &amp; Delivery Group, theme leads and the weekly Police/Council 'THRIVE' (Threat, Harm, Risk, Intelligence, Vulnerability and Engagement) meeting.</p> <p><b>Ref No. 3.A2</b> – It is acknowledged that hate incidents were significantly under reported and significant efforts have and are being made to address this. It is a priority of the Safer Rotherham Partnership (SRP) to robustly tackle hate crime and improve confidence in victims to report hate crime. For the period reported hate incidents have increased by 93% compared to the same period of the previous year. Examples of community projects which the SRP have supported include the Rotherham Ethnic Minority Alliance, Our Voices Hate Crime Advocates project and the Rainbow project's (local LGBT group) anti-hate crime campaign. South Yorkshire Police have also launched Operation Solar – an initiative to facilitate informal and anonymous information and intelligence gathering. Combating hate crime is also at the forefront of an art exhibition of pieces developed with local community groups, being hosted by the "Love is Louder" campaign in Rotherham.</p> <p><b>Ref No. 3.A3</b> – As with hate incidents it is acknowledged that domestic abuse is under reported. It is a priority of the Safer Rotherham Partnership to robustly tackle domestic abuse and improve confidence in victims to report it. For the period reported domestic abuse incidents recorded as 'crimes' by the Police have increased</p>	

by 19% compared to the same period of the previous year. The Safer Rotherham Partnership is currently working with its South Yorkshire counterparts looking at 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.

**Ref No. 3.A4** - The implementation of the new Licensing policy has ensured that Rotherham is setting standards amongst the highest in the country. Rotherham has been featured in national media in an edition of the BBC's 'The One Show'. This highlighted the issue of 'out of town' hackney carriages operating within the borough. Coverage was generally positive and cited Rotherham as an example of a council introducing higher standards. In May 16 evidence has been submitted to the Secretary of State setting out details of progress and recommending restoration of powers. The next milestone in implementation of the policy comes in early July by when all drivers must have made arrangements for the installation of taxi cameras. The Council has been successful in defending over 70% of cases at the Magistrates Court where drivers have challenged decisions to remove their licenses, well above national averages.

The service continues to work closely with South Yorkshire Police and the National Crime Agency in relation to ongoing investigations and sharing information arrangements. This is complemented by the attendance of the Business Regulation Manager at weekly CSE intelligence meetings. The service has also actively engaged in 2 historic complaints involving children and taxi drivers which were both successful in the removal of the driver's licenses. Protocols have also been established with the Multi Agency Safeguarding Hub in relation to complaints and concerns involving taxi drivers and licence holders.

Key external appointments have been made in the service including a Principal Licensing Officer and a Trading Standards and Licensing Manager, both posts will be critical in delivering improvements across the licensing service.

The new policy is to be supported by a suite of new performance measures which will enable rigorous assessment of how the Licensing section is performing and ensure adherence to the new policy. Performance data is to be collated and reported from quarter 2.

**Ref No. 3.A5** - 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'. However, the significant drop in overall satisfaction with Rotherham as a place to live in Wave 2 compared to Wave 1 has continued in Wave 3. Sixty-two per cent of respondents in Wave 3 said that overall, all things considered, they were 'very satisfied' or 'fairly satisfied' with RMBC as a place to live, whereas the figure for Wave 1 was 69 per cent.

The LGA advises that whilst the results of the polling in Rotherham provide a good high-level indication of residents' views of Rotherham and the Council, it is important that they are seen as part of a wider approach to understanding and responding to

Rotherham communities.

**Ref No. 3.A6–3.A7** - The draft Library strategy 2016-19 is awaiting consideration by Cabinet and Council. Details of initiatives such as the Service's proposed "reading offer" should help to enhance the cultural offer available to citizens. Customer consultation on the future of the Library service has identified increasing interest in particular areas of stock available in Libraries, e.g. e-books and magazines.

To support attempts to increase numbers taking up library services, Libraries across Rotherham are to launch the 'Big Friendly Read' Summer Reading Challenge in July. The challenge asks four to 11-year-olds to borrow and read any six library books before the end of August. The aim is to increase library membership and exceed the number of 1,600 children who signed up during last year's event. Consultation also indicated issues with the perception of the service and highlights a need for improved marketing and promotion of the services available.

The Council continues to work with partners to support cultural activities and programmes across the Borough, including the 'Love is Louder' initiative and the delivery of a range of events and exhibitions marking the centenary of the battle of the Somme. Occupancy rates at the Civic Theatre and Clifton Park Museum continue to increase, by 5% and over 4,000 visitors respectively at the end of March 2016 compared to 2014/15 results.

Recent recruitment to the post of Assistant Director – Culture, Sport and Tourism will support the developing agenda related to cultural regeneration.

In the Town Centre area, following requests to the Council last year by tenants and traders, the main market entrance on Drummond Street has been renovated. The Council gained planning permission for new entrance signage and also ensured urgent roof repairs and maintenance were carried out. The Town Centre is undergoing qualitative research relating to shopper experience and business performance is underway to determine the factors influencing footfall and spend. The now completed Supplementary Planning Document, and recently commissioned Masterplan are intended to help ensure appropriate development, attract investment and strengthen the retail, leisure and residential offer in the town centre, which directly affects footfall. The Masterplan will also focus on transport issues in more detail, including car parking, and will help to identify the key issues and challenges that are likely to affect the town centre. Launch of the Masterplan is expected in April 2017.

Currently the Council is working on options to support the Town Centre, including Forge Island for a leisure development including plans for a hotel, cinema and identifying opportunities for residential developments on waterfront sites.

The Council is working closely with South Yorkshire Police to ensure that the town centre is as safe and welcoming as possible with operations to tackle street drinking, shop lifting and ASB.

Consultation exercises are underway with a Shopper survey, Business survey and Retail Capacity Study, the results for which are due in August and September 2016.

**Ongoing risks and challenges ahead:**

At the outset, the Safer Rotherham Partnership acknowledged that reducing anti-social behaviour reports for 2016/17 compared to the previous year would be a challenge and reports are showing signs of increase both locally and nationally.

Performance against the active library borrowers 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 quarter 1. 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.

Progress continues to be made in the Council's approach to waste sent for recycling and composting, Consultation has recently taken place with residents on the priorities of a joint South Yorkshire Authority waste strategy over the next 5 years. The Council will use this information to drive the strategy and improve our recycling performance.

Missed bin collections are currently missing their target performance clinics are being held to closely monitor and improve performance.

#### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No. 3.B4</b> - 0% of grounds maintenance works, following re-inspection, achieve no more than 5% defective/not to standard works. <b>(Priority Measure)</b> This measure validates the process of carrying out remedial works.</p>	<p><b>Ref No. 3.B5</b> - 62 missed bin collections per 100,000 collections in Q1, against a target of 60 - <i>Performance clinics are being held with the service and in-cab technology using the "Bartec" system is to be fully utilised to monitor performance</i></p>
<p><b>Ref No. 3.B6</b> - A 7% increase from Q4, 2015/16 in waste sent for reuse (recycling and composting).</p>	

**Performance story/narrative:**

**Ref No. 3.B1- 3.B4** - Measures for street cleaning and Grounds maintenance are on target and are sustaining the good performance achieved in 2015/16. During quarter one a significant event for street cleansing was participation in the “Clean for the Queen” initiative. This was a national campaign encouraging people to clean up in their communities, as a commemoration of the Queens 90<sup>th</sup> Birthday. Streetpride organised 4 events of their own with clean ups taking place in Eastwood, Maltby and Thurgroft, and a big weekend of activity in the town centre. Grounds Maintenance joined in by planting a Union flag themed flower display on the Minster Gardens.

Perpetrators of fly-tipping are becoming accustomed to the enforcement tactics used by the Council which makes it difficult to successfully prosecute as gathering evidence is key to a successful prosecution. A key target in the services plan is to find more creative ways to catch perpetrators which includes better use of CCTV.

Work to improve Rotherham’s roads is concentrated on improving unclassified (estate) roads. A 1% reduction in such roads requiring repair is indicative of the works undertaken since August 2015 on estate and other unclassified roads. The Council is investing £5m over two years - 2015/17 - to arrest the deterioration of this classification of highway and to bring the condition of Rotherham’s roads closer to the National Average. Regular updates are included on the Council’s website detailing the programme of works and individual schemes. Where there is local interest press releases are issued and customer consultations held. Following the completion of a major highway repair, local residents are canvassed for their views on the Council’s performance during the whole delivery of the project, including the planning stages, construction and completion. The feedback from the customer questionnaires is used to improve service delivery.

The Council works with neighbouring authorities across Yorkshire to develop a contract to procure and deliver “Surface Dressing”. The Contract with a third party provider – Keeley Brothers – has seen over 250,000sqm of surface treatment applied to 92 roads. This work, together with the more traditional planned carriageway repair works, will have a direct effect on the condition of Rotherham’s roads.

**Ref No. 3.B5–3.B6** - The measure on waste reuse is on track to meet its anticipated target of recycling 45% of all Household waste collected by the authority. Performance is currently above this level 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. A successful, proactive media campaign was undertaken in the spring which aimed to reduce contamination of the kerbside collected organic garden waste bins and increase other recycling streams. This was undertaken through an informative yet instructive advert in the local press and associated on line platforms with further sustained coverage via the Council’s own web site, intranet, newsletters, bulletins and twitter. The Council will continue to engage with the public throughout the year in the promotion of recycling.

Consultation has recently taken place with residents on what they want to see as the priorities of a joint South Yorkshire Authority waste strategy over the next 5 years.



The Council will use this information to drive the strategy and improve our recycling performance.

The Council continues to work with all its partners to seek increases in recycling through improvements to their processes and it is anticipated that additional recycling can be achieved as the new joint Barnsley, Doncaster and Rotherham (BDR) Public Finance Initiative (PFI) waste treatment facility continues to improve its performance in the extraction of recycling material from residual waste. The appointment of an interim Waste Operations Manager has now been completed and will enable work on improving the service to be progressed.

**Ongoing risks and challenges ahead:**

For street cleaning and grounds maintenance, the challenges we face are the expectation of the service that can be delivered, versus the resources which are currently available. This is especially true of the Grounds service. In October we will be re-evaluating the split of full time and seasonal employees to ensure that we are getting the best value and service for the funding available. The contract for grounds Maintenance equipment will also be considered over the winter period as it is due to be renewed.

The recycling performance will drop from the current quarter 1 level of around 50% as the amount of garden waste dramatically reduces in the autumn and winter months of the year, but we still anticipate meeting the overall target of 45%. 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.

Missed bin collections impact on customer satisfaction and lead to increase in complaints. Fleet reliability is key to performance and renewal of fleet on refuse collection service has had a positive impact. However, an aging fleet on the recycling collection service is problematic and does impact on performance.

## 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:

The action to deliver Economic growth is progressing during quarter 1 although the measures in place to assess performance are annual with data returns usually available between October and November.

Recent progress has seen the Business Growth Board identifying a number of key projects and sites which are to be developed and delivered to help revitalise the local economy.

#### Exceptions:

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

#### Performance story/narrative:

**Ref No. 4.A1 – 4.A6** - The measures are linked to delivery of the 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 do the detailed work on this. 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. The sub-groups cover "Skills and Employability," Business Development" and the "Town Centre" and meet every second month. The first review and monitoring of the Economic Growth Plan will take place in November after the plan has been operational for a year.

The Business Growth Board has identified number of key projects and sites have been identified which are being developed and delivered. These include the Advanced Manufacturing Innovation District, Bassingthorpe Farm 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. This will help to deliver a key measure of the Corporate Plan which is to narrow the gap to the national average of Rotherham's working age population's production, consumption and distribution of goods and services.

#### Ongoing risks and challenges ahead:

Delay in the Tram/Train trial project will delay the 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.

**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: Graeme Betts**, Interim Strategic Director – Adult Social Care and Housing. **Anne Marie Lubanski**, Strategic Director Adult Social Care and Housing commenced on 9<sup>th</sup> August 2016.

**Overview of progress:**

The Council's performance enabling people to live in high quality accommodation across all sectors of housing is judged through its delivery of 6 key measures. Performance against these measures is reported annually, however interim data indicates that 4 measures: the % of eligible properties applying for a licence within selective licensing areas; the % of non-decent properties; the numbers of new homes being built in the borough and the provision of affordable homes to rent are on target. One measure, the delivery of new affordable home ownership units in the borough is off target and there is insufficient data available currently to robustly measure the % of properties compliant with Selective Licensing Conditions. This is a new measure and a regime of inspections is now in place to assess landlord compliance and performance will be reported during the third quarter of the year.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<b>Ref No. 4.B5 a)</b> - The % of eligible properties, within Selective Licensing areas applying for a license has increased by 8% since year end 2015/16 ( <b>Priority Measure</b> )	<b>Ref No. 4.B4</b> - 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>
<b>Ref No. 4.B2</b> - 1.3 % of council housing stock will become non-decent. Budgets and programmes of work are in place to deliver the overall 0.5 % target ( <b>Priority measure</b> )	
<b>Ref No. 4.B1</b> - 201 new homes have	

<p>been built, against an overall target of 731 (152 homes had been delivered for the same quarter last year) (<b>Priority Measure</b>)</p>	
<p><b>Performance story/narrative:</b></p> <p><b>Ref No. 4.B1–4.B4</b> - The overall performance and quality of services being delivered to tenants living in social rented housing is very high with most key performance indicators on the service's scorecard being achieved. A key requirement of the service however, is to keep properties to a recognised level of decency. This means all properties owned by the local authority for rent must be kept in a reasonable state of repair, have reasonably modern facilities and services and provide a reasonable degree of thermal comfort. 237 properties will become non decent during the year and, by using its stock condition information effectively to plan and develop programmes of work, the Council is confident its year-end target of 0.5% will be achieved. The projected delivery timescales for this work is: 53 properties in quarter 2; 53 properties in quarter 3 and 131 properties in quarter 4.</p> <p>Demand on the Council to provide high quality affordable social housing has been exacerbated by both the credit crunch and the Government Right to Buy Scheme. To meet this demand, the Council is continuing to work extremely hard with Registered Social Landlords such as Arches Housing Association and developers such as Persimmons, Barrats &amp; Taylor Wimpey to acquire additional properties to use for affordable rent. In the first quarter of the year 201 new homes have been built throughout the borough. Of these the Council has acquired 46 properties to be used for affordable rent and a further 9 homes will be delivered shortly.</p> <p>Pressure to deliver social and private rented housing is facing a cut in government funding. In future years this will be delivered through the provision of 'Starter Homes'. This is a new product and, while 'Starter Homes' were announced in 2014, the law underpinning them was not enacted until Summer 2016. The related regulations will not be published until Autumn 2016. 'Starter homes' will be delivered as part of larger private housing developments, in many cases instead of s106 social housing. In addition, the Council submitted an expression of interest to the Government in May to work in partnership with the Homes and Communities Agency to deliver 'Starter Homes' directly. It is unlikely therefore the Council will deliver any affordable home ownership schemes during the current year.</p> <p><b>Ref No. 4.B5</b> - Standards in the private rented sector are being raised as the Council continues to increase the number of landlords applying for licenses in selective licensing areas. Under the Council's Selective Licensing Scheme, landlords are issued with clear rules about accommodation standards and are also expected to control the movement of tenants by asking for and giving references. A regime of inspections is in place to monitor and measure landlord compliance and so far 500 of the 1,000 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.</p>	
<p><b>Ongoing risks and challenges ahead:</b></p> <p>Due to a 66% reduction in government grant funding no affordable home ownership</p>	

units will be delivered during the current year. Reductions in grant funding to support the delivery of affordable home ownership units will increase demand pressures for social and private rented housing.

### **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:**

Progress has been made to increase the number of enrolments from 2014/2015. To the end of June 2016 enrolments are slightly up on last year. The addition of a further 300 expected enrolments which are still being collated should ensure Rotherham achieves the target.

Restrictions limiting the work with sub-contractors placed on the Council by the Skills Funding Agency in the first part of the year impacted on progress. However, lifting the restrictions has resulted in the planned increase in performance.

The majority of learners who have completed an accredited course are still awaiting exam results. Of the results so far recorded the success rate indicates that performance is on track to exceed the target of 80% although this won't be verified until all the results are in.

A total of 67 learners have been enrolled on to courses leading to an accredited course to gain English as a Second or Other Language (ESOL), which has exceeded the target of 50. However, the change in approved qualifications requiring much longer programmes of learning has affected the overall number of enrolments therefore explaining the drop from the previous year.

The primary activity to follow up the destination of learners is carried out over the summer break and so the full picture will not be available until late September.

The Adult Community Learning Celebration Event on 4<sup>th</sup> August is designed not only to celebrate the achievement of learners but to promote the opportunities that will be available for the ensuing year.

#### **Exceptions:**

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

#### **Performance story/narrative:**

Work has taken place to increase the number of potential sub-contractors added to the Dynamic Purchasing System Framework to 35 with further interest shown during the latest Invitation to Tender. A programme of training and information sessions has helped potential providers navigate the Yortender commissioning portal And a simplification of the application process should result in an increase in the number of sub-contractors delivering in partnership with RMBC during 16/17.

The Adult & Community Learning service has carried out a programme of learner consultations over the year and has developed a learner forum to inform future learning provision so it better reflects the needs of the learners. To support that two programmes of Impact measurement have commenced to help provide more effective monitoring of the impact of non-accredited learning. Learner feedback systems further supports the collection of information to ensure the ongoing service improvement.

Performance data is now supported by more detailed reports and analysis of performance by the information team within the Skills Funding Agency (SFA). Internal data systems have been developed for all areas monitored by the SFA and interrogated by Ofsted during Inspections. These improvements in data collection and analysis highlight any potential areas of concern and risks to RMBC. The Adult & Community Learning service works to an Ofsted ready status for data, in anticipation of no notice inspections. The production of reports on a monthly basis provides the service with information vital to the performance management process and highlights any areas for concern which can be addressed and any risk to the service mitigated.

**Ongoing risks and challenges ahead:**

The conversion of the adult skills budget and community learning funding to the new adult education budget presents new challenges in relation to eligible learners. A clear understanding of the new funding rule is vital to ensure that any financial risk to the Council is prevented.

The adult education budget funding is part of the devolution deal and will transfer to the Sheffield City Region in 2018. The next two years will be a period of transition with Sheffield City Region taking increased control of the funding. Setting both the commissioning criteria and the priorities for the funding. It is important to ensure Sheffield City Region plans are shared across the affected services to develop learning opportunities that reflect the needs of the Sheffield City Region.

## 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:

The Government has confirmed that local councils, like Rotherham, will continue to face significant funding reductions which will put increased pressure on the services that a council can sustainably afford to deliver for its citizens. Current forecasts, presented in July to Cabinet, suggest that the Council is facing a funding gap of at least £42m over the period up to 2020 and the significance of the challenge given the extent of the savings already achieved and the growing demand and cost of services, like social care. It also confirmed the proposed budget setting process and timetable for setting the 2017/18 budget and council tax.

In rising to meet this challenge, alongside the importance of departments spending within their approved budgets and the Council needing to deliver future savings and efficiencies, it will be vital that the Council is excellent at collecting local revenues, in particular Council Tax and Business 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 business 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:
<b>Ref No. 5.A1</b> - % Council Tax collected in year was 27.68% at the end of June 2016 exactly the same as at end of June 2015 and is presently on course to achieve the 97.0% target by year end.	
<b>Ref No. 5.A2</b> - Cumulative Council Tax arrears was up 44p per property as at the end of June 16 compared with the end of June 2015. Although a slight increase in arrears performance is on course to achieve the target of top quartile metropolitan councils which is £109.22 per property.	
<b>Ref No. 5.A3</b> - % Non-domestic rates collected in year was 28.39% at end June 2016 compared with 28.45% at end of June 2015 and is presently on course to achieve the 98.0% target by year end.	

**Performance story/narrative:**

**Ref No. 5.A1** Council Tax in-year collection – This year the Council is expected to collect £110.2m an increase from last year of £6.4m of which the Council expects to collect 97% in-year. So far we are on target to do this.

**Ref No. 5.A2** Cumulative Council Tax arrears - measures the amount of unpaid Council Tax from previous years per property. This is currently £0.44 per property higher than the same time last year, but is on course to achieve the target.

Recently published national data shows Rotherham's revenues performance relative to other similar councils continues to be excellent:

- Rotherham's in-year collection rate is the 4<sup>th</sup> best out of the 36 metropolitan councils (met) at 97.3% which exceeded the Council's own performance target of 97% and met average of 95.4%. Had Rotherham performed at met average in 2015/16, it would have resulted in £2 million less being collected.
- Rotherham's cumulative arrears per property was the 3<sup>th</sup> lowest out of all met councils at £68, compared with the met average of £148. Had Rotherham had the same arrears per property as the average, it would have an additional £9.3 million in Council Tax arrears still to collect

**Ref No.5.A3** Non Domestic Rates (NDR) collection - The amount of business rates to be collected is £80.6m an increase of £2.5m from last year. At this stage in the year the collection rate achieved is slightly below expectations, however, performance is still on course to achieve the year-end target.

Recently published national data shows Rotherham's in-year collection for 2015/16 as the 8<sup>th</sup> best out of the 36 met councils at 98.1% which exceeded Rotherham's target of 98% and the met average of 97.2%. Had Rotherham performed at met average in 2015/16 it would have resulted in £700k less being collected.

**Ongoing risks and challenges ahead:**

The Council is becoming increasingly dependent on the revenues it can raise locally to fund its services. To this end, the Government has signalled its intention by 2020 to end central government grant funding to help fund services.

Excellent revenues collection will become ever more important, however, this will be a significant challenge for all councils as a number of factors outside the council's control e.g. the Government's Welfare Reform Programme and the strength of the local economy, are likely to adversely affect certain residents and firms ability to pay.

Although Council Tax collection and cumulative Council Tax arrears per property are currently on target they are becoming increasingly challenging due to the 4% Council Tax increase and the Government's ongoing Welfare Reform Programme which is reducing working age claimant's ability to pay and increasing levels of payment default alongside the number of outstanding Liability Orders, which are at record levels. The service continues to innovate and improve, while operating within finite resources, to help mitigate the challenges. This has largely been achieved through business processes automation and working closely with external partners to



maximise revenue Increasing use of electronic communications has cut costs while the new “Your Account” on-line portal will further increase self-service opportunities.

Although Non Domestic Rates (NDR) collection currently on target, collection is increasingly challenging rates avoidance has become a ‘big’ business with many firms working with rating specialists to reduce their charges. The Council works with an NDR specialist partner to reduce avoidance, however it is estimated that £3.9 million may be lost in 2016/17 due to appeals lodged by businesses against rateable values with the Council unable to influence the outcome.

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

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

#### Overview of progress:

Progress within Children and Young People’s Services continues to be made, scrutinised through the Children and Young People’s Services Improvement Board. Progress in other services is monitored by the Joint Improvement Board, who assess prospects for returning services to Council control as appropriate. New service planning and performance management arrangements are established and being implemented. Risk management practice continues to be improved. A plan exists for improving information governance and is being implemented, a phased approach to improving procurement arrangements is in place and the process for managing major projects is subject to review.

#### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No. 5.B1</b> - Reasonable progress continues to be made in key improvement priorities that could affect the ultimate opinion given on the 2016/17 Annual Governance Statement <b>(Priority measure)</b></p>	

#### Performance story/narrative:

**Ref No. 5.B1** - The Council has 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 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. As well as continuing to make positive progress in Children’s and other key services, the steps required include making improvements in a range of corporate arrangements including service planning and performance management, risk management, procurement, information governance and the management of major projects.

**Ref No. 5.B3** - The pre-scrutiny process commenced on 1<sup>st</sup> July 2016. Performance monitoring of both this, and the number of Scrutiny recommendations accepted will commence in quarter 2 of 2016/17.

**Ongoing risks and challenges ahead:**

Any reversal of progress in Children's Services or more generally any failure to improve services to enable their return to Council responsibility could prevent the issuing of an unqualified opinion. Failure to develop corporate arrangements sufficiently to ensure they are working effectively could have a detrimental impact on the year end opinion.

**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:**

During June this year, the Local Government Association undertook its third survey with Rotherham residents. The LGA has concluded that "there have been no significant changes in overall satisfaction with how the Council runs things, provision of value for money nor overall trust or confidence" in the Council, since June 2015.

In terms of customer complaints, more were received in quarter 1 (205 cases) compared to the last quarter of 2015/16, but do not represent a cause of concern and are in line with expectations. However, turnaround times for responses to complaints are below target, caused by a dip in performance within Regeneration and Environment Directorate. On a more positive note, numbers of compliments are significantly up on the last quarter of last year.

The Council is actively developing its on-line offer in response to customer demand. [www.rotherham.gov.uk](http://www.rotherham.gov.uk) complements the existing face-to-face and telephony customer access arrangements and has the added advantage of being available 24/4. On-line, self-service, access also reduces the Council's operating costs. A new Digital Council Strategy will be considered by Cabinet in September 2016 and includes a range of initiative aimed at providing citizens with online services that are so good that they are the preferred way of interacting with RMBC. A project to refresh the Council's existing secure on-line portal Your Account is on schedule for December 2016: the project includes a marketing campaign to promote take up.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<b>Ref No. 5.C2</b> - Numbers of compliments, at 183 for the quarter, significantly higher than the 88 received in Q4, 2015/16	<b>Ref No. 5.C5 a)</b> - Digital take up in Rotherham is low compared to other geographic areas, however Your Account has over 8,000 active monthly users - <i>new Digital Council Strategy developed</i>

	<p><b>Ref No. 5.C1 b)</b> - % of complaints closed and within timescales (cumulative) at 79% is below the target of 85% - <i>close attention required to improve back towards the high performance levels seen for quarter 4 2015/16, when a rate of 92% for the quarter was achieved.</i></p>
<p><b>Performance story/narrative:</b></p> <p><b>Ref No 5.C1-5.C2</b> – Negative complaints performance is being actively addressed via reporting to management team meetings and through performance measures with individual managers responding to complaints.</p> <p>Directorates will continue to be encouraged to report all compliments via established channels. An example of a compliment received this quarter includes <i>“Thank you for the repairs done to Church View. It is a great improvement. Thanks to the operatives for working so hard and professionally, especially in the warm weather conditions. Thank you very much”</i> (Compliment for Highway Delivery Team, Regeneration and Environment).</p> <p><b>Ref No. 5.C3-5.C4</b> - The Local Government Association undertook its third survey with Rotherham residents in June 2016. The poll asked eight questions about satisfaction with the council, value for money, responsiveness, trust and confidence in the council. Earlier polls were conducted in June 2015 and December 2015. The resulting report examines how, if at all, views have changed over this time.</p> <p>The LGA advises that whilst the results of the polling in Rotherham provide a good high-level indication of residents’ views of Rotherham and the Council, it is important that they are seen as part of a wider approach to understanding and responding to Rotherham communities. The report concludes that “there have been no significant changes in overall satisfaction with how the council runs things, provision of value for money nor overall trust or confidence” in the Council since June 2015.</p> <p>Compared to the first poll undertaken 12 months ago, a small number of areas have seen improvement, these include; ‘Council acting on residents’ concerns’ going up two per cent, to 46 per cent of respondents and ‘trust in the Council’ seeing a three per cent rise, to 45 per cent of respondents this time. Rotherham resident’s levels of confidence in the Council have also improved by 3 per cent over the last 12 months, to 44 per cent in June 2016.</p> <p>However, over the past 12 months, we have seen a drop in resident’s ‘Satisfaction with the Council’ by five per cent, to 50 per cent of respondents being ‘very satisfied’ or ‘fairly satisfied’ with the way the Council runs things in June 2016.</p> <p>The full survey results are available on the Council website.</p> <p>A fourth survey is due to be undertaken at the end of the year</p> <p><b>Ref No. 5.C5</b> - Online self-service has already resulted in 11% reduction in demand</p>	

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 project to replace the underpinning technology is progressing well and the new iteration of Your Account is on schedule to go live in December. The Councils website has been refreshed to make it cleaner and easier to use regardless of the device our customers are using.

**Ongoing risks and challenges ahead:**

Main risks for complaints performance are a mix of a potential increase in numbers, as the Council continues to deal with increased financial pressures, while trying to uphold consistent performance standards and high quality investigations for complainants. In addition, current below-target performance in Regeneration and Environment needs to be a management focus, supported by regular management information reports to the Directorate Leadership Team and ongoing liaison between the services and corporate complaints team.

The recent reduction down to 50% in resident satisfaction of “how Rotherham Council runs things” presents a further challenge for the future. A response plan to address this new data will be constructed in the coming weeks.

The major barrier to increasing the number of online transactions is digital exclusion. By some measures, Rotherham (taken as a single geographic unit with Barnsley and Doncaster) has the 3rd worst levels of digital exclusion in the UK when ranked against 127 other geographical areas. Whilst ever 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 wifi in all libraries, customer service centres, the Town Hall and museum. In addition the new Digital Council Strategy calls for an ‘Assisted Digital’ programme which will allow us to guide customers through the process of transacting online. Further, the Council is a partner in the Superfast South Yorkshire (SFSY) project. The project will provide Rotherham with 98% coverage of superfast broadband.

**Outcome: D Effective members, workforce and organisational culture**

**Lead accountability:** Shokat Lal, Assistant Chief Executive

**Overview of progress:**

Current indications are that the target for PDR completion (95% of staff) will be met or exceeded, with current performance at 94.5%. However, sickness days have increased and remain below target, with agency staff costs increasing. Members have been provided, including via the Newsletter on 2<sup>nd</sup> 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. Finally, the agreement at the Council meeting on 13<sup>th</sup> July

of the 2016/17 Corporate Plan itself and this first quarter performance report represents are important steps towards 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.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<b>Ref No. 5.D1</b> - % PDR completion is now at 94.5% compared to a target for the year of 95%, with three Directorates already exceeding the target	<b>Ref No. 5.D2</b> - Sickness days lost per FTE is 11.1 days (excluding schools) – target is 10.2 days ( <b>Priority Measure</b> ) – <i>working with directorates on supporting targeted sickness intervention</i>
	<b>Ref No. 5.D3</b> - Reduction in agency staff cost target is a reduction of 10%. Current figures show an increase of 33% ( <b>Priority Measure</b> ) – <i>further monitoring to take place over second quarter</i>
	<b>Ref No. 5.D4</b> - Activity is 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:**

**Ref No. 5.D1** - 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. With completion of PDRs now approaching the 95% target the Council is on track to achieve a key first step in this process. The HR team will shortly be carrying out 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 2 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. Key areas will be the further enhancement of the performance element and identification of potential and development needs. This will be led by the Organisational Development Team supported by business partners with proposed changes being agreed with the Strategic Leadership Team in time for adoption in 2017/18.

**Ref No. 5.D2** - Days lost to sickness absence have increased in the quarter and is currently above target and worsening. One factor in this is thought to be the extent of reorganisation and change processes creating staff uncertainty. HR business partners are currently working with directorates to support targeted sickness intervention and on initiatives to support staff wellbeing.

A report will be prepared for the Strategic Leadership in September 2016. This will propose a number of initiatives including :

- A review and refresh of the policy and guidance, with input from managers, to ensure its effectiveness
- Service by service targets, overseen by Directorate Management Teams
- 'Relaunch' of the attendance management process accompanied by clear messages to staff
- Initiatives aimed at 2 highest causes – stress and musculo-skeletal.

**Ref No. 5.D3** - The Council's use of temporary and agency staff increased in June 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. Further monitoring is to take place over the second quarter; and action will be taken early to improve the position in quarter 2.

The lessons of the recent Pulse survey of staff are currently being reviewed by Strategic Directors and an overview of the outcomes and proposed next steps will be publicised shortly. 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 final appointment has also been made to the Strategic Leadership Team which will provide additional leadership stability going forward.

**Ref No. 5.D4** - The number of Elected Members voluntarily engaging with the personal development interview process is currently at 25% but we cannot yet predict the likely % completion rate. Member's Services are continuing to engage with members but members have not yet agreed an approach to undertaking personal development plans. Until an agreement is reached and the process is in place this target must remain at risk. The Constitution Working Group has established a sub-group to deal with member development matters and a paper will be taken to that group as soon as the first meeting is convened to establish an approach.

#### **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. A targeted sub-group of the Constitution Working Group will also act as the strategic, political lead for the Member Development Programme. This is being designed to ensure that Members are equipped with the knowledge, skills and behaviours required to be effective, alongside member personal development plans.

# Appendix B

## Corporate Plan 2016/17

### Performance Report

#### Q1 Performance Scorecard (April - June 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	19	18.6%
	Measure progress has been satisfactory but is not fully reaching target set	13	12.7%
	Measure has not progressed in accordance with target set	12	11.8%
	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)	15	14.7%
	Measure information not yet available (e.g. due to infrequency or timing of information/data)	43	42.2%

	Numbers have improved	15
	Numbers are stable	8
	Numbers have got worse	19
	Direction of Travel is not applicable	60



## Corporate Priority 1 – Every child making the best start in life

Key	Overall status (relevant to target)				Direction of travel (dependent upon whether good performance in high or low)		
	✔	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)	⬆	Numbers have improved	
	●	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)	↻	Numbers are stable	
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	⬇	Numbers have got worse	

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
									Annual		Quarterly		Monthly					
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-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	<b>Early Help</b> – Early Help service to identify and support families at the right time to help prevent social service involvement	<b>Reduction in Children in Need rate (rate per 10K population) (Priority measure)</b>	Mel Meggs - CYPS	low	Monthly	No target (to be used a measure to watch over the next 12 months)	347.1	320	320.0	354.4	334.1	339.1	354.4	□	⬆	Data shows an 'as at' position at the end of the reporting period. Aim to ensure performance is inline with the national average.
		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%	100%	24%	7%	16%	24%	✔	⬆	Target of 100% is by March 2017.
		1.A3	<b>Children's Social Care Improvement</b> – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	<b>% children who had a social care concern raised within 12 months of the last concern ending (Re-referrals) (Priority measure)</b>	Mel Meggs - CYPS	low	Monthly	April - September 26% October - March 23%	22.8%	30.6% (note - Corporate Plan stated 30.9%)	30.6%	29.9%	30.7%	30.5%	29.9%	●	⬆	Rolling year indicator including data from the 12 months prior to the end of each reporting period. Year end reset following validation.
		1.A4		<b>% children who are subject to repeat child protection plans (within 24 months) (Priority measure)</b>	Mel Meggs - CYPS	low	Monthly	4%	4%	4.7%	4.7%	6.1%	4.3%	5.0%	6.1%	✘	⬆	Rolling year indicator including data from the 12 months prior to the end of each reporting period. Deep dive audit being undertaken to establish any correlation between this and the CPP review last year.
		1.A5	<b>LAC Sufficiency Strategy</b> – Increase in the proportion of children who are cared for in a family based setting	<b>Increase in the proportion of children who are cared for in a family based setting (Priority measure)</b>	Mel Meggs - CYPS	high	Monthly	87.5%	80.5%	84.5%	84.5%	84.4%	84.4%	84.7%	84.4%	✘	⬆	A number of service improvement activities are underway to address this ie Family Group Conferencing and improving foster carer support
		1.A6	<b>Child Sexual Exploitation</b> - an increased awareness of CSE And an increase in the number of police prosecutions As a result of joint working	Number of CSE referrals	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable		200	78	52	22	18	12	□	⬆	No target as numbers fluctuate significantly and are therefore difficult to predict
		1.A7		Number of prosecutions	Mel Meggs - CYPS	high	Monthly	No target - not applicable	12	37 (note the Corporate Plan states 43 (June 2015 - May 2016))	5	7	5	0	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	53	21	30	□	⬆	Data recorded monthly from April 2016. This measure includes all new referrals, both new cases or newly referred historic cases.
1.B1	<b>Early Help</b> – 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)	84% (Spring Term 2016)	Summer term data not available until September.					■	⬆	Termly data shown in the closest reporting quarter to the end of term. This relates to an 'as at' position and can not be aggregated up into year-end. A	
1.B2	<b>Sustainable Education and Skills</b>	% children and young people who attend a good or better schools	Karen Borthwick - CYPS	high	Termly	90%		82.4% (summer term 15)	83.0% (Spring Term 2016)	84.9%					●	⬆	Termly data available inline with the termly school census data and ofsted inspection grades at that time. Can not be accurately assessed retrospectively	
1.B3	<b>Sustainable Education and Skills</b> – 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							■	⬆	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.  Unvalidated - data released August 2016.	

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									Annual		Quarterly		Monthly					
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-16
B. Children and Young people are supported to reach their potential	Ian Thomas, Strategic Director Children and Young People's Services	1.B4 (a)	Sustainable Education and Skills – Reduce the number of children and young people persistently absent from school	Reduction in 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)	Not yet available (Academic Year)	9.0% (half-terms 1-5 cumulative)	Summer term not available until September				■	Temporarily data shown in the closest reporting quarter to the end of term. Year End related to academic year. DfE processes changed. Target reset to 8.4%. As a result Q1 data not available.	
		1.B4 (b)		Reduction in 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)	Not yet available (Academic Year)	15.3% (half-terms 1-5 cumulative)	Summer term not available until September				■	Temporarily data shown in the closest reporting quarter to the end of term. Year End related to academic year. DfE processes changed. Target reset to 13.8%. As a result Q1 data not available.	
		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	3000	4210	Not yet available (Academic Year)	1155	1072				●	↻	Temporarily data shown in the closest reporting quarter to the end of term. Year End related to academic year.
		1.B5 (b)		Reduction in the number of exclusions from school which are b) Permanent (Secondary school)	Karen Borthwick - CYPS	low	Termly	30	50	53 September 2015 - July 2016 (cumulative - based on end of academic year)	18	53 September 2015 - July 2016 (cumulative - based on end of academic year)				✗	↻	Temporarily data shown in the closest reporting quarter to the end of term. Year End related to academic year. Q2 will be the beginning of the academic year for 2016/17.
		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	4.9%	5.9%	5.3% (note - Corporate Plan included 5.1%)	5.3%	5.5%	5.3%	5.5%	5.6%	✗	↻	Year end figures taken from 3 month average outturn (Nov, Dec, Jan). Quarterly figures quoted as average over period. Year end 2015/16 figure reset to 5.3% following validation. Locality action plans in place to improve performance
		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 in that month) (Priority measure)	Karen Borthwick - CYPS	high	Monthly	90% by April 2018		58.3% (note - the Corporate Plan states 52.4%)	55% (spring term 2016)	67%	72%	69%	67%	●	↻	Data relates to completion EHC plans within the reporting period. Year end 2015/16 figure reset to 58.3% following validation.
		1.B7 (b)		Percentage of Education Health and Care Plans completed in statutory timescales (based on Conversions from Statements to EHCP in that month) (Priority measure)	Karen Borthwick - CYPS	high	Monthly	90% by April 2018		85.5% (note - the Corporate Plan states 81.6%)	85.5%	58%	59%	58%	58%	●	↻	Data relates to completion EHC plans within the reporting period. Year end 2015/16 figure reset to 85.5% following validation.
		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	94%	98.2%	91.4%	91.4%	89%				●	↻	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.
		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 available August 2016. 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 available August 2016.
		NOTE:			For attainment of vulnerable groups and adult learning please see Priority 4													
Lead to live healthier lives	Terri Roche, Strategic Director	1.C1	Deliver services for the 0-19 year olds – to support children	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%	18.2%	Not yet available				■	National ambition 11% or less by the end of 2015. 2016/17 quarter 1 data due September 2016.	
		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)	

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									Annual		Quarterly		Monthly					
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16	Jun-16			
C. Children, young people and families are enabled	Director Public Health	1.C2 (b)	and families to achieve and maintain healthier lifestyles	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								PH indicators dependent on annual data. 2015/16 data expected February 2017 (PHOF)
		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)								PH indicators dependent on annual data. Improvement plan in place. Provider working with Sexual Health Facilitator at PHE to improve rates.
	Ian Thomas, Strategic Director Children and Young People's Services	1.C4 (a)	Ensure that all children and young people with <b>emotional wellbeing and mental health needs</b> , receive prompt support and treatment	% of referrals triaged for urgency within 24 hours of receipt.	Nicole Chavaudra	High	Monthly	100%	90.5%	99.4%	99.4%	88.2%	85%	85.2%	88.2%	✗	🔄	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%	26.3%	26.4%	26%	26%	26%	✗	🔄	Whole service restructure taken place in RDASH / CAMHS and vacancies filled which is already having a positive impact on waiting times.

Corporate Priority 2 – Every adult secure, responsible and empowered

Key	Overall status (relevant to target)				Direction of travel (dependent upon whether good performance in high or low)			
	✔	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)	↶	Numbers have improved		
	●	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)	↷	Numbers are stable		
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	↷	Numbers have got worse		

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)				
									Annual		Quarterly		Monthly								
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-16			
A. Adults are enabled to live healthier lives	Terri Roche, Director Public Health	2.A1	Implement <b>Health and Wellbeing Strategy</b> 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).
		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	Not target - not applicable	Not available	2,526	811 food parcels supported.	810 food parcels supported	330 food parcels supported	279 food parcels supported	201 food parcels 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	Not target - not applicable	Not available	1,041	320 Loans (£27,161 value)	248 loans (£20,706 value)	125 loans (£10,796 value)	73 loans (£5,515 value)	50 loans (£4,395 value)				□	As above			
		2.B1	Implement the new <b>Adult Safeguarding Strategy</b> 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	Not available	130					□	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.			

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									Annual		Quarterly		Monthly						
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B. Individuals and carers are supported to be safe, independent and resilient within a personalised model of care and support	Graeme Betts, Interim Strategic Director Adult Social Care and Housing. Anne Marie Lubanski, Strategic Director Adult Social Care and Housing commenced on 9th 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	1.6	2.9				Yellow circle	Down arrow	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	738	719					Blue square		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. Q1 DoT rated improved as Q4 data includes additional time lagged recording.
		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%	75.4%	79.6%					Green check	Up arrow	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%	Not available - not previously been required	100%					Green check		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	Not available - not previously been required	430					Yellow circle		This figure accumulates in year but Q1 judged to be not fully meeting target profile rate. However investigations have identified some gaps in recording activity as well as actions which have impacted Q1 score. These are being addressed by service to maximise recovery through to year end.
		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%							Blue square		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	Not available - not previously been required	153					Green check		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%	Not available - not previously been required	95.6%					Green check		Data shows "as at" position at the end of each quarter. Target not yet confirmed - to confirm when provisional national results released 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)	20.03 (31 admissions)	1.94 (3 admissions)					Green check	Up arrow	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)	819.52 (401 admissions)	102.18 (50 admissions)					Green check	Up arrow	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	Not available - not previously been required	Residential 38.48% (against budgeted 35.35%) Community 46.23% (against budgeted 40.56%)					Blue square		New for Corporate Plan and measure reporting development yet to be finalised and confirmed.
		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%	5.5%	5.7%					Yellow circle	Up arrow	Data shows "as at" position at the end of each quarter
2.B11 a)	Improve satisfaction levels	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%							Blue square		Annual score collected in ASC User Survey		

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		2.B11 b)	of those in receipt of care and support services	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)				Direction of travel (dependent upon whether good performance in high or low)			
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									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-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)	2% Increase (85)	3,835, a 7% increase (257 incidents) on Q1 15/16				✘	⬇	Total ASB is showing an increase on the same period last year although some 'sub categories' including rowdy/nuisance behaviour have reduced. Reducing instances of ASB is a key objective of the Safer Rotherham Partnership Board.		
		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)	112% Increase (38)	85, a 93% increase (41 incidents) on same period 15/16				□		This measure is not to be assessed against the target, however reported instances of hate incidents have increased by 41 cases.		
		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)	42% Increase (137)	503, a 19% increase (80 incidents) on same period 15/16				□		This measure is not to be assessed against the target, however reported instances of domestic violence incidents have increased by 80 cases.		
		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%	Not available - new measure	Not available - new measure	Not available - new measure	Q2 Will be first reporting				■		Our target is 100% and enforcement action will be taken against license holders who do not meet the requirements. Data collection will commence from quarter 2 – July 2016		
		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	Create a rich and diverse cultural offer and thriving Town Centre	Number of people borrowing books and other materials (Cumulative) (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Quarterly	25,000	25,684	22,472	22,472	11,717						✘	⬇	Cumulative indicator - last year's first quarter = 12,477. Comparative reduction of 760 individuals. Recent consultation reinforced the need for effective marketing and publicity. Re-location of central library into Riverside House has negatively affected usage. Remedial action - Marketing plan, better communication with staff re: KPI's including team targets in PDRs. Improve links with other services/agencies eg. Public Health and link to events involving issuing of books e.g. Weight management. Participate in campaigns to promote usage and re-engagement – National Library Day / World Book Day / Night etc.
		3.A7		Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock - Regeneration and Environment	High	Quarterly	>23,699,399	Not available	23,699,399	5,287,981	5,641,296						✘	⬇	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 – 5.641 million which is a 9% decline on Q1 last year. The overall status and DOT is based on a comparison to data for the same period last year
		3.B1		Levels of Street Cleanliness not more than 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%				✓	↔	On target.		

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)				
									Annual		Quarterly		Monthly								
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-16			
B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B2 (a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Percentage of the principal road network in need of significant repair	Karen Hanson - Regeneration and Environment	Low	Annual	4%	3%	Not yet available									The target is based on the national average condition and the Council aspires to be good or better. DfT 2015/16 data not yet 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%	Not yet available										To achieve a target of below 28% by March 2017, however the national average target is 18%. DfT 2015/16 data not yet available. Annual measure, however service reports a 1% reduction in unclassified roads requiring repair, indicative of the works undertaken since August 2015 on estate roads and other unclassified roads. The Council is investing £5m over two years - 2015/17 - to arrest the deterioration of this classification of highway and to bring the condition of Rotherham's roads closer to the National Average.	
		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	Not available - baseline year	1									Baseline 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	Not available - baseline year	10									Baseline Year
		3.B4	Ensure an efficient and effective waste and recycling service	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%									Maintaining strong results
		3.B5		Number of missed bins per 100,000 collections	Karen Hanson - Regeneration and Environment	Low	Quarterly	60	38.33	62.7	31.9	62.28									Weekly performance meeting held to monitor performance on measure and identify any crews who are performing poorly on missed collection patterns. Supervisors instructed to take remedial action to improve performance of poorly performing crews.
		3.B6	% of waste sent for reuse (recycling and composting)	Karen Hanson - Regeneration and Environment	High	Quarterly	45%	40.02%	43.11%	43.11%	Estimated performance as at 30.6.16 = 50.34% Forecasted performance as at 31.3.17 = 44.99%										The 45% target has been calculated using the performance of the PFI plant over 2015/16 and the 20/15/16 performance rates from Kerbside, HWRC & Bring site recycling. Recycling above target due to expected seasonal amount of Green waste. This will reduce over year so estimated 31.3.17 figure supplied. It is hoped the PFI waste treatment plant will continue to improve its recovery of recycling that will help to meet the target. Q1 figure is estimated as performance figures from some of our waste treatment facilities have only been received for April & May. June's data to be received at the end of July, after these 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)						Direction of travel (dependent upon whether good performance in high or low)		
	✓	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)	↑	Numbers have improved			
	●	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)	↔	Numbers are stable			
	✗	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	↓	Numbers have got worse			

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
									Annual		Quarterly		Monthly							
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-16		
A. Businesses supported to grow and employment opportunities expanded across the borough	Damien Wilson, Strategic Director Regeneration and Environment	4.A1	Deliver <b>economic growth</b> (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							■	data for 2015/16 available November. 2025 target in the Growth Plan is 60.0%. 2014/15 resulted in a peak in performance above the overall target.		
		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	5715	6390								■	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			Not yet available					■	Current UK economically active rate (latest data from ONS as at Dec15) = 77.7%. Rotherham rate = 76.7%, a 1.0% gap to the national average. Although data is available quarterly there is a 4 month delay. Therefore data for Q1 will not be available until October.	
		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	
Whether in the social rented, private rented or home ownership sector	Graeme Betts, Interim Strategic Director Adult Social Care and Housing. Anne Marie	4.B1	Implement the <b>Housing Strategy</b> 2016-2019 to provide high quality accommodation	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					✓	↑	No targets were previously set for 2014/15 and 2015/16. New target of 731 (2016/17) part of Housing Growth Plan. Although this is an annual measure data for the 1st quarter has been made available (201) against outputs of 152 for the first quarter 2015/16. Using this information the projected outturn figures for year end will higher than those for previous years. The DOT rating is based on a comparison to Q1 last year.	
		4.B2		% of stock that is none 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%)		0.00%	1.30%					●	↔	The 1.3 figure is the % of housing stock that will become non decent throughout the year. Properties will not all become non decent at the same time but at different times throughout the year (as different elements making up the decency standard fail). Budgets have been allocated to support the delivery of programmes of work that have been developed to ensure that all non decent properties will be brought up to standard by year end. Using this approach the service is confident this years target will be met and more than likely be exceeded. The measure is Amber rated because at this stage in the year, due to the way work programmes are delivered, it is perfectly normal to have low returns which will accelerate during the 2nd, 3rd and fourth quarters. The DOT rating is based on a comparison to Q1 last year.
		4.B3		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					✓	↑	Although this is an annual measure 1st quarter performance data has been made available indicating that 46 new homes have been completed. In addition a further 9 new homes will be delivered shortly. The DOT rating is based on a comparison to Q1 last year.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
									Annual		Quarterly		Monthly				
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16			
B. People live in high quality accommodation which meets their need, w	Lubanski, Strategic Director Adult Social Care and Housing commenced on 9th August 2016.	4.B4		Number of new affordable home ownership units started in year	Tom Bell - Adult Social Care and Housing	High	Annual	148	51	58							Due to reductions in grant funding no new affordable home ownership units will be delivered this year. In future years this will be delivered through the Starter Home Scheme. This is a new product and, while Starter Homes were announced in 2014 the law underpinning them was not enacted until Summer 2016 and the related regulations will not be published until Autumn 2016. Starter homes will be delivered as part of larger private housing developments, in many cases instead of s106 social housing. In addition, the Council submitted an expression of interest to the Government in May to work in partnership with the Homes and Communities Agency to deliver Starter Homes directly
		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%		95%	Not yet available	Not yet available	Not yet available	✓	In Eastwood there are significantly more private rented houses than the initial estimate from the 2011 census data. To date 136% of the original estimated property has registered in Eastwood which has inflated the overall scheme performance to 95%. If the number of registered houses is levelled at 100% in Eastwood for reporting purposes, performance in Q1 would be 84%. Although lower than the 2016/17 outturn, this would be more representative of performance across the whole scheme.
		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	Not yet available (Academic Year)					■	There are still some enrolments to be processed through the system. The total enrolments for 15/16 will be reported in the Qtr 2 report.	
		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%	Not yet available (Academic Year)					■	170 learners have completed accredited courses so far results have been entered for only 54 with a further 116 outstanding. The success rate at this point is 98%. Final results will be reported in the Qtr 2 report.	
		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%	Not yet available (Academic Year)					■	The full details of progression information will not be clear until the end of September when the bulk of new courses start. The in-year progression rate is 14%. Final performance will be reported in the Qtr 2 report.	
		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%	Not yet available (Academic Year)					■	The full details of progression information will not be clear until the end of September when a full follow up of all learners has been completed. Final results will be reported in the Qtr 2 report.	
		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						✓	⬇

Corporate Priority 5 – A modern, efficient Council

Key	Overall status (relevant to target)				Direction of travel (dependent upon whether good performance in high or low)		
	✔	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)	⬆	Numbers have improved	
	●	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)	↻	Numbers are stable	
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	⬇	Numbers have got worse	

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
									Annual		Quarterly		Monthly					
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-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%	10.0%	18.8%	27.7%	✔	↻	Performance is measured at the end of each month. April's figures relate to collections in the first month of the new financial year and therefore substantially reduce from the March. For Council Tax we were 4th highest Met (out of 36) with 97.3%. 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.
		5.A2		Cumulative Council Tax arrears per property	Stuart Booth - Finance and Customer Services	Low	Annual (interim quarterly data also available)	£109.22 (Top Quartile Met Authorities)	£66.98	£68.12		£58.59	£64.65	£61.31	£58.59	✔	⬇	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 are currently 44p higher 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.
		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%	10.4%	18.6%	28.4%	✔	↻	Performance is measured at the end of each month. April's figures relate to collections in the first month of the new financial year and therefore substantially reduce from the March. For Non Domestic Rates 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.
B. Effective governance arrangements and decision making processes are in place	Judith Badger, Strategic Director Finance and Customer Services	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)	Colin Earl - Finance and Customer Services	n/a	Annual	Improved Annual Governance Statement in 2016/17	Qualified Conclusion reached	Qualified Conclusion reached						■		A draft 2015/16 AGS was published on 30 June 2016. This includes an overall qualified conclusion on the Council's governance arrangements.
	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	Not available - not previously been required	0				■		To 30th June, 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 - not previously been required	Not available				■		Pre-Scrutiny process only commenced 1st July 2016, so data is not yet available.
C. Responsive to their needs		5.C1 a)	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	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	153	205	80	49	76	□		More complaints were received in the quarter (205 cases) compared to the last Quarter of 2015/16, but do not represent a cause of concern and are in line with expectations
		5.C1 b)		b) % of complaints closed and within timescale (cumulative)	Justin Homer - Assistant Chief Executive's Directorate	High	Monthly	85%	82%	80%	92%	79%	86%	86%	79%	✘	⬇	Q1 and overall status based on latest cumulative rate of 79% vs. 85% target. Direction of Travel decreased due to poor performance in June. Q4 over target and months 1 and 2 in Q1 over target. Performance issue in RES Directorate, is being addressed.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting						Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Annual		Quarterly		Monthly						
									Year end 2014/15	Year end 2015/16	Q4 Jan - Mar 2016	Q1 Apr - Jun 2016	Apr-16	May-16				Jun-16	
C. Staff listen and are responsive to customers to understand and risk	Shokat Lal, Assistant Chief Executive	5.C2		Number of compliments received	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	604	603	88	183	68	39	45			Direction of Travel based on increase in most recent month plus significantly increased compared to Q4 2015/16.	
		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	Colin Earl - Finance and Customer Services	High	6 monthly	>36%	24%	36%									6 monthly measure.
		5.C5 b)		% of transactions b) face to face customers	Colin Earl - Finance and Customer Services	Low	6 monthly	<6%	9%	6%									6 monthly measure
		5.C5 c)		% of transactions c) telephony customers	Colin Earl - Finance and Customer Services	Low	6 monthly	<58%	67%	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%									Current achievement at 94.5% against 95% target and with 3 directorates currently exceeding 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)	10.54 days (excluding schools)	10.50 days (excluding schools)	11.10 days (excluding schools)				Sickness figure is an annualised projection based on first quarter and historic profiles. Targeted intervention measures are currently being applied and further work will be 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%)	£551k (-2.9%)	£1061k (-6.4%)	£2,263 (+33%)				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.

### Summary Sheet

Overview and Scrutiny Management Board – 16 September 2016

### Title

July 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](mailto:peter.hudson@rotherham.gov.uk)

### Ward(s) Affected

All

### Executive Summary

This report sets out the financial position at the end of July and is 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 2016/17.

The current position shows a forecast revenue overspend of £8.272m after currently identified management actions totalling £4.664m.

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 savings in 2016/17 are being achieved and the position also assumes that the savings from the review of staff terms and conditions of employment agreed by Full Council in March of £1m for 2016/17 (£2m full year effect) will be delivered.

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 are 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.

A further report will be submitted to Cabinet in October to address the specific pressures in the demand led services and to accelerate the Council's improvement activity in order to bring spending back in line with budget as soon as possible.

There is also a significant forecast overspend (£3.9m) on the Dedicated Schools Grant (DSG) High Needs Block. This is a forecast increase of £2.9m in a four month period. The service is currently reviewing and developing an action plan and whilst this doesn't affect the Council's bottom line directly it is imperative that a recovery strategy developed in order to address this position. It is recommended that this strategy with detailed actions and milestones also be brought back to Cabinet in October.

In response to reduced Government funding, the Council needs to reduce its net spending by over £40m 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.

The report includes three appendices: Appendix 1 shows the detailed reasons for forecast under and over spends by Directorate (after management actions which have/are already being implemented); Appendix 2 shows the current and forecast position against delivering budget savings for 2016/17 agreed in the 2016/17 budget setting process (the majority of which are on track for delivery) and Appendix 3 shows where agreed 2016/17 savings proposals have not been implemented. It is proposed for the latter where alternate actions have been implemented to achieve the saving, formal approval for these alternate actions is sought from Members.

It should be noted that previous financial monitoring reports have focussed on the Revenue Budget with separate reports being produced in relation to the Capital Programme. However, in order to ensure a more joined up approach to the Budget, future reports will cover both revenue and capital although some reports will be lighter touch than others in relation to Capital depending on the timing and delivery of capital schemes.

The Capital Programme is currently on target to deliver within the approved budget for 2016/17.

### **Recommendations**

1. That the current forecast overspend after management actions of £8.272m for 2016/17 be noted. (Paragraph 3.2)

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 10<sup>th</sup> October 2016. (Paragraph 3.11)
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. (Paragraph 3.8)
7. That approval be given to the alternate actions where these have been implemented in respect of 2016/17 approved Budget Savings (Appendix 3), 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). (Paragraph 2.3)
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. (Appendix 2).
10. That approval be given to the awarding of tenders in respect of Capital Programme works (included in the Capital Strategy – approved on 2<sup>nd</sup> March 2016) as set out in paragraphs 3.34 and 3.35 of this report.

### **List of Appendices Included**

Appendix 1 – Detailed Directorate analysis of forecast under and overspends

Appendix 2 – Forecast delivery of budget savings agreed when the 2016/17 budget was set.

Appendix 3 – 2016/17 Budget Savings Not Implemented

### **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 2<sup>nd</sup>  
March 2016  
Consultation with Strategic Directors

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**  
Cabinet and Commissioners' Decision Making Meeting – 12 September 2016

**Council Approval Required**

No

**Exempt from the Press and Public**

No



**1. Recommendations**

- 1.1 That the current forecast overspend after management actions of £8.272m for 2016/17 be noted. (Paragraph 3.2)
- 1.2 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.
- 1.3 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.
- 1.4 That any additional actions be recommended by Cabinet which could be implemented to help manage down the current forecast overspend.
- 1.5 That a recovery strategy for the forecast overspend on the Dedicated Schools Grant High Needs Block to be brought back to Cabinet on 10<sup>th</sup> October 2016. (Paragraph 3.11)
- 1.6 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. (Paragraph 3.8)
- 1.7 That approval be given to the alternate actions where these have been implemented in respect of 2016/17 approved Budget Savings (Appendix 3), 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.
- 1.8 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). (Paragraph 2.3)
- 1.9 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. (Appendix 2).
- 1.10 That approval be given to the awarding of tenders in respect of Capital Programme works (included in the Capital Strategy – approved on 2<sup>nd</sup> March 2016) as set out in paragraphs 3.34 and 3.35 of this report.

## **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 Appendix 3 to this report contains details of where 2016/17 budget savings approved by Council are being delivered via alternate means to those agreed by Council when the budgets were set or where they will now be delivered to different timelines to those agreed when the budget was set. A further MTFS update report will be brought to Cabinet in October and that report will also include a request for formal approval of the realignment of any savings already agreed by Council for the period 2016/17 to 2018/19 which it is now proposed will be delivered via alternate means, or to a different timeline to that originally planned.
- 2.4 The October report will consider the investment required to resource the demand led pressures in Children's and Adults' Services.

## **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.
- 3.2 Progress on delivering the budget savings approved for 2016/17 are detailed in Appendix 2.

Table 1: July 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	56,617	64,281	+7,664	+6,114
Adult Care & Housing	67,967	73,724	+5,757	+3,667
Regeneration & Environment Services	45,948	46,260	+312	-509
Finance & Customer Services	12,065	12,145	+80	0
Assistant Chief Executive	5,381	5,504	+123	0
Capital Financing, Levies and Central Services	10,543	10,543	0	0
Social Care Contingency Budget	1,000	0	-1,000	-1,000
<b>TOTAL</b>	<b>199,521</b>	<b>212,457</b>	<b>+12,936</b>	<b>+8,272</b>
Public Health (Specific Grant)	17,644	17,644	0	0
Dedicated Schools Grant (Non Delegated)	20,440	24,377	+3,937	+3,937
Housing Revenue Account (HRA)	83,584	83,093	-491	-491

The following sections (paragraphs 3.3 to 3.27) provide key reasons for the forecast level of annual under or overspend within Directorates. More detailed information is included in Appendix 1.

**Children & Young People's Directorate (+£6.114m forecast overspend)**

- 3.3 The July revenue full year forecast before implementing agreed management actions is £7.664 over budget. The agreed management actions will reduce this by £1.550m to £6.114m.
- 3.4 The service is facing a range of pressures largely due to the need to engage agency and interim staff for a time limited period to provide much needed capacity to both meet current service demands and improve service delivery performance on a day to day basis. The staffing budget pressure is expected to gradually reduce as new social care employees are appointed and allocated appropriate caseloads linked to the current social worker recruitment campaign. To this end a specialist recruitment team has been appointed on a temporary basis to lead on the campaign to encourage more Social Workers to work for Rotherham.
- 3.5 The other headline variations included within the projected overspend include £2.09m on Independent Fostering Placements due to there being more placements than the budgeted provision. The budget for inter-agency adoption fees and Special Guardianship Orders is currently expected to overspend by £379k due to an increase in the number of adoptions and placements with family members. The fostering allowances and leaving care budgets are forecast to overspend by £521k and, finally there are additional legal costs, the full year impact of which is estimated to be £270k, due to an increase in cases.
- 3.6 The forecast outturn also includes some non-social care variances;
- 3.6.1 £472k pressure within Education & Skills due to unbudgeted expenditure on the Virtual School; and £213k pressure on Complex Needs placements due to increasing placement numbers.
- 3.6.2 £279k pressure within Commissioning, Performance & Quality due to staff numbers in excess of budget; and
- 3.6.3 £217 forecast underspend in respect of Early Help through the management of vacancies.
- 3.7 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 £1.550m to £6.114m. In brief they include:
- Residential Homes review – £750k
  - Savings in Early Help from Children's Centres – £217k (see above)
  - Increasing traded income and/or reducing cost of the School Effectiveness and Inclusion Services to meet the level of demand bought back by schools and academies– £583k (this is already factored into the net £472k pressure described at 3.6.1 above.

3.8 The management actions outlined above include the use of an estimated £750k budget savings from the residential homes review. This includes savings from the closure of St. Edmunds earlier this year and potential in-year savings from a further two home closures (reported elsewhere on this agenda). Cabinet approval is sought to re-align these budget savings to mitigate cost pressures across the wider Looked after Children (LAC) budget.

3.9 The service is also currently forecasting an overspend on its Dedicated Schools Grant (DSG) High Needs Block of £3.937m. At the end of 2015/16 the outturn position showed an overall underspend of £20k 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
<b>TOTAL</b>	<b>£0.024m Underspend</b>

3.10 The current forecast outturn for 2016/17 shows:

• Early Years Block:	£0.000m Balanced
• Schools Block	£0.000m Balanced
• High Needs Block	£3.937m Overspend
<b>TOTAL</b>	<b>£3.937m Overspend</b>

3.11 The options for dealing with an overspend on the non-delegated DSG are for the Council to fund in full, part or not at all. Given the pressures the Council faces on 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.

3.12 Childrens' Services are developing proposals for investments and savings that will be submitted to Cabinet in October to reduce demand in the medium term.

**Adult Services (+£3.704m forecast overspend) and Housing (-£37k forecast underspend)**

3.13 Adult Care Services are currently forecasting an overall overspend of +£5.794m for 2016/17 before mitigating actions and a forecast overspend of +£3.704m 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.

- 3.14 The main budget pressure within the Directorate continues to be the increased demand for Direct Payments and Managed Accounts (£3.1m) including the full year impact in 2016/17 of the 29% increase in clients receiving a Direct Payment in 2015/16. 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. This includes a review of Managed Accounts. The expected financial impact of this action plan will be reflected in future budget monitoring reports.
- 3.15 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 £2.3m 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. As these are quantified they will be reflected in future budget monitoring reports.
- 3.16 There is also a budget pressure in respect of the provision of Domiciliary Care across all client groups (£1m) due to an increase in the number of clients and the average cost of care packages plus a recurrent income pressure on fees and charges.
- 3.17 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 (-£326k) and a forecast underspend within Assessment & Care Management and Commissioning due to higher than forecast staff turnover (-£278k). The ongoing review of high cost Learning Disability placements is anticipated to deliver cost reductions of £500k during 2016/17.
- 3.18 Management actions to mitigate these increasing budget pressures are being put in place with the aim of achieving a balanced budget by the end of the financial year. These include 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. Monthly Finance and Performance meetings continue to be held with senior managers to review in detail the budget forecasts and monitor demographic pressures and identify savings opportunities. 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 savings approved when the 2016/17 budget was set. (See Appendix 2).
- 3.19 Neighbourhood services' latest forecast is an underspend of -£37k 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.

**Public Health (Forecast balanced outturn)**

- 3.20 The forecast outturn is to spend to budget at this stage with a minor underspend of -£5k which will be transferred to the Public Health grant reserve to meet future years' pressures. 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 (-£509k forecast underspend)**

- 3.21 The Regeneration and Environment Directorate Management Team have reviewed the forecast outturn position following the July monitoring cycle. This has involved scrutiny of projected expenditure overspends, analysis of income assumptions and challenge from the Chief Executive and Strategic Director of Finance and Customer Services. Mitigating actions have now been agreed which will enable the Directorate to deliver an estimated underspend of £509k. The main forecast overspends within the Directorate are within Transportation (+£131k), Business Regulation (+£114k), Planning and Building Control (+£92k), Green Spaces (+£85k) and Building Design and Corporate Projects (+£82k). These forecast overspends are fully mitigated by forecast underspends in other areas; Safer Neighbourhoods (-£345k), Facilities Management (-£305k), and Rotherham Investment and Development Office (RIDO) (-£286k). Detailed information on the reasons for the forecast variances is included within Appendix 1.
- 3.22 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 savings assumptions have been re-profiled into 2017/18 with the result that there will be a pressure of £213k in 2016/17. This is subject to the approval of the report on the Library Strategy and future service offer which is also on this Cabinet meeting agenda. On Appendix 1 this pressure is currently shown under the 'General Management' heading, on approval of the re-profiled savings profile, the pressure will be re-allocated to the Library service.
- 3.23 Revised income assumptions in respect of Rother Valley Country Park (RVCP) will be reviewed again following the key August trading month. Income at RVCP is very much dependent on weather conditions, favourable weather in July having been reflected in a strong performance in respect of income generation.

**Finance & Customer Services (forecast balanced outturn)**

- 3.24 Overall the Directorate is forecasting to deliver in line with budget, after management actions. The main pressures are in respect unlikely delivery in 2016/17 of a budget saving relating to sale of data storage space (£50k) and unachievable income targets within central and planned print. These pressures will be mitigated through tightly managing spend across the across the wider Directorate.

**Assistant Chief Executive (forecast balanced outturn)**

- 3.25 The £123k forecast overspend before mitigating actions is largely in respect of additional staff costs within the HR and Payroll and Communications and Media teams. There is also a forecast pressure due to the loss of income within the HR and Payroll service from schools and academies, unachievable income targets in the Town Hall Catering Unit and a forecast shortfall on delivering the budgeted savings in respect of the VAT reclaim on mileage receipts. These pressures are expected to be fully mitigated by a forecast additional income from the Council's salary sacrifice schemes, reduced costs of Member Allowances and management actions agreed across the Directorate to ensure spend is contained within budget for the year. Further detail is shown in Appendix 1.

**Corporate & Central Services (Forecast balanced outturn)**

- 3.26 The Corporate and Central services forecast assumes the implementation of the Council approved budget saving in relation to Terms & Conditions of £1 million for 2016/17. Implementation plans are progressing but at the time of writing this saving is not secured. An update on the position will be provided in the next monitoring report.
- 3.27 It should be noted that the £1m contingency budget for social care (Adults and Children) is available and will be allocated later in the year once there is a greater degree of certainty about the level of social care pressure in each of these two Directorates and business cases to access this budget have been submitted and agreed.

**Housing Revenue Account (HRA) – (Forecast -£0.491m underspend)**

- 3.28 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 -£0.491m mainly due to an underspend within Supervision and Management (-£98k) as a result of staff vacancies pending a review of the Neighbourhoods Partnerships, lower than anticipated HRA capital financing costs (-£192k), a forecast underspend on the provision for bad debts (-£101k) and additional rental income due to more property acquisitions than budgeted plus a reduction in loss of income through void properties (-£100k).

**3.29 Budget Savings Not Implemented**

Details of 2016/17 Budget Savings not yet implemented are shown in Appendix 3. Cabinet is asked to note and approve where alternate actions have been implemented. Cabinet should also note that where the proposed alternate action is non-recurrent, that the proposed method of delivering the approved saving value in future years be included in future budget monitoring reports for consideration and approval.



### **3.30 Collection Fund**

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.

### **3.31 Capital Programme**

It should be noted that at this early stage in the financial year that delivery of the Capital Programme is currently in line with the approved 2016/17 budget set by Council in its Capital Strategy on 2<sup>nd</sup> March 2016. A detailed monitoring position will be included in the next Financial Monitoring Report to Cabinet.

3.32 A recent tender exercise through the YORtender procurement portal for the Council's Internet Firewall Replacement has taken place. Following evaluation Network Integration LLP has been confirmed as the preferred bidder.

3.33 A recent tender exercise has also taken place for the Council's Network Infrastructure Refresh using the Crown Commercial Services (CCS) Framework. Following evaluation Specialist Computer Centres plc has been confirmed as the preferred bidder.

3.34 Cabinet approval is now sought to award the above two contracts at a combined value of £615,378 – the full cost of which is contained within the Capital Strategy approved by Council on 2<sup>nd</sup> March 2016.

3.35 Cabinet approval is also sought to commence the tender process for:

- The Council's Replacement Telephony System;
- An extension of the Council's 'Tech Refresh' Programme; and
- Replacement of elements of the Council's Server Equipment.

Each of the above is included in the Council's Capital Programme for 2016/17 and was contained within the Capital Strategy approved by Council on 2<sup>nd</sup> March 2016. Following the tender exercises and subsequent evaluation, Cabinet approval is sought to award the contracts to the preferred bidder(s).

## **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).

## **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:

12<sup>th</sup> September 2016

14<sup>th</sup> November 2016

9<sup>th</sup> January 2017

13<sup>th</sup> February 2017

March 2017 – Date to be determined (Estimated Outturn)

If concern around control of spending escalates, reports will be taken to Cabinet at more frequent intervals and it should be noted that a specific report will be brought to the next Cabinet.

## **7. Financial and Procurement Implications**

7.1 Specific financial details and implications are set out with section 3 of this report.

7.2 This is within a context where the Council is experiencing a high level of overspending on the current approved budget and this position cannot be sustained going forward. There is a need to identify in excess of £40m of further savings and cost reductions over the next 3 years and any overspending on current budgets will add to that requirement. The situation is being closely monitored and a programme of budget challenge sessions have been implemented by the Chief Executive in order to ensure budget holders manage their budgets responsibly and mitigating actions are taken to retrieve the situation.

## **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 £2.5m however the confirmed level of capital receipts for the first four months of 2016/17 is £220k.

13.6 The current forecast outturn assumes that the £1 million budget saving from changes to staff terms and conditions will be delivered in full in 2016/17. Updates to this position will be provided in subsequent budget monitoring reports.

## **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

**Budget Monitoring Period:**

Forecast Outturn as at July 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
Directorate Wide Costs	202		Staffing, pensions	£236K on interim staff, -£32K on pension costs (former employees)
Education & Skills Assistant Director	36		Pensions	School pension costs (former employees)
Virtual School	182		Staffing	Unbudgeted staff costs
Inclusion Services	213		Placements	Social Care contribution towards Complex Needs placements due to placement numbers.
Facilities Services	41		Staffing	£109k under achievement of income due to seven schools opting out from September, partially offset by staff vacancies within catering -£68k.
Early Help South Locality		-121	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
Early Help North Locality		-57	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
Early Help Central Locality		-39	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
Commissioning, Performance & Quality	279		Staffing, supplies & services	Insufficient budget in the Performance Team £40K, Business Support £274K this will be assessed within the wider corporate Business Support review, £72K additional CSE support contracts costs. These pressures are partially offset by staffing savings -£107k.
Deputy Director - Children's Social Care	286		Staffing, supplies & services	Recruitments are over and above the current structure budget level, £46K interim costs, £94K for additional temporary recruitment staff to help bring in new social workers to the authority, £124K on recruitment agency costs, and £22K Deputy Director additional costs
Safeguarding Services	581		Staffing, Supplies & services	Presently vacant posts are being covered via agency staff, the agency costs are greater than the budgets for these vacant posts. Legal costs for an increase in case numbers.
Locality Social Work Teams	1,144		Staffing, Supplies & services, Direct payments	Pressure of using agency staff in the interim period until vacancies are filled is £955K. There is also a £32K forecast pressure on Interpretation costs, £13K section 17/23 money for child supervision, and £144K additional demand for Direct Payments for clients (67 clients projected this year against a prior years average of 58)
Evolve (Sexual Exploitation)	534		Staffing	Presently vacant posts are being covered via agency staff, the agency costs are greater than the substantive budgets for these vacant posts.
Looked After Children	2,974		Placements, staffing, allowances, supplies & services	Overspend includes £2.09m for Independent Fostering placements due to requirement for 35 more placements than the budgeted provision of 115. There are pressures on inter-agency adoption fees £120K and £259K on Special Guardianship Orders due to an increase in the number of adoptions and placements with family members. Additionally there are pressures of £323K for fostering allowances, £198K Leaving care services, £493K cost of agency/interim staff, £54k additional costs for in house residential homes offset by a forecast under spend of -£545K on Out of authority residential placements and -£18K on adoption allowances.
First Response	609		Staffing, supplies & services	Presently vacant posts are being covered via agency staff, the agency costs are greater than the substantive budgets for these vacant posts £568K, overspends on interpretation costs £27K, Section 17/23 monies £2K and transport £2K
Residential Review		-750	Various	Savings expected to be achieved in year including the saving from the closure of a Children's Residential Unit
<b>Total</b>	<b>7,081</b>	<b>-967</b>		
<b>Net Under/Overspend</b>	<b>6,114</b>			

**Directorate:**

Adult Care &amp; Housing

**Budget Monitoring Period:**

Forecast Outturn as at July 2016

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
<b>Adult Social Care</b>				
Adults General		-55	Staffing	Delays in recruitment to senior management posts
<u>Older People</u>				
Independent Residential Care	618	0	Third Party Payments	Budget pressure due to reduction in Care Act funding (£371k). Average net cost to the Council of nursing care package has increased for around 200 service users, plus Continuing Health Care budget shortfall (£260k).
Enabling/Domiciliary Care	967	0	Third Party Payments	Continued increase in average weekly cost of Domiciliary Care due to additional demand, 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	0	-218	Income	Non recurrent Health Funding brought forward from 2015/16 & Higher than anticipated staff turnover
Direct Payments	1,437	0	Third Party Payments	Full year impact of 48% increase in clients in 2015/16, reduced by Better Care Funding (£700k). 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 is also a continued increase in average cost of care packages plus an additional net increase of 6 new clients from April. Reviews being undertaken by a Task Group are resulting in some reductions in individual care packages. Action being taken to review packages & reduce costs
Extra Care/Day Care/Transport		-41	Staffing and Income	Higher than anticipated staff turnover . Increased Income through price increases in excess of budget.
Client Community Support Services		-8	Staffing	Higher than anticipated staff turnover
<u>Learning Disabilities</u>				
Supported Living	0	-147	Staffing	Higher than anticipated staff turnover on a number of schemes
Residential Care	0	-750	Third Party Payments	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.
Day Care	0	-179	Staffing	Higher than anticipated staff turnover. Service under review as part of Adults Development Programme
Direct Payments	0	-25	Third Party Payments	Full year impact of 30% increase in clients in 2015/16 further savings as a result of management actions to review managed accounts
Domiciliary Care		-1	Third Party Payments	Service for a high cost client now ceased
Assessment & Care Management		-4	Staffing	Higher than anticipated staff turnover
<u>Mental Health</u>				
Independent Residential Care	529	0	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 r loss of Continuing Health Care funding for another placement.
Direct Payments	257	0	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
Day Care/Community Support	0	-5	Staffing	Contract Efficiency Savings
Assessment & Care Management	0	-25	Staffing	Higher than anticipated staff turnover

<u>Physical &amp; Sensory</u>				
-				
Direct Payments	749	0	Third Party Payments	Full impact of 10% increase in demand in 2015/16 plus additional increase of 9 clients since April 2016, as a demand led budget the client base can vary month on month. Includes savings as a result of management actions to review managed accounts.
Independent Residential Care	572	0	Third Party Payments	Full year impact of significant increase in client numbers in 2015/16 (12 placements).
Domiciliary Care	72	0	Third Party Payments	A further increase of 7 clients since April plus increase in cost of weekly care packages
Day Care/Equipment/Advice & Information	0	-35	Third Party Payments/Supplies and Services	Reduction in demand for Independent Day care plus savings from alternative provision of some day care services
Safeguarding	0	-21	Staffing & income	Higher than anticipated staff turnover & additional income recovery from Court of Protection
Supporting People	77	0	Supplies and Services	Forecast shortfall in achieving 2016/17 budget savings on service contracts, partially offset by other minor variances.
Commissioning & Performance	0	-60	Staffing	Forecast underspend due to vacant posts.
<u>Housing</u>				
Strategic Housing Investment	6		Staffing	Small forecast overspend due to lower than anticipated staff turnover
Housing Options	1		Staffing	Small forecast overspend due to lower than anticipated staff turnover
Neighbourhood Partnerships		-44	Staffing	Recruitment to staff vacancies on hold pending review of Area Assembly and Community Cohesion services
<b>Total</b>	<b>5,285</b>	<b>-1,618</b>		
<b>Net Under/Overspend</b>	<b>3,667</b>			

**Directorate:**

**Regeneration & Environment**

**Budget Monitoring Period:**

April to July

Service	Forecast:		Nature of under/overspend: (eg. Staffing, Supplies & Services, income, etc)	Reason(s) for forecast under/overspend
	Overspend (+) £'000	Underspend (-) £'000		
<b>Business Unit</b>				<b>Service Total (£0k) overspend</b>
Business Unit	0		Staffing	There are small pressures due to agency costs, which have been partially offset by reduced pension costs (former employees). A DMT decision has been made to offer a reduced training programme in order to deliver a balanced budget.
<b>Community Safety &amp; Street Scene</b>				<b>Service Total (-£294k) underspend</b>
Network Management		-99	Staffing, Supplies and Services & Income	There are currently expected savings from Street Lighting -£64k and an improved forecast on Parking income -£44k, and staff savings due to vacant posts in Streetworks -£9k. 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	68		Staffing, Supplies and Services & Income	Savings on the Community Services budget -£16K. Largely as a result of the vacant Grounds Maintenance Manager post -(£26k), and a small pressure on the Pest & Dog Warden Services (+£6K) mainly as a result of a vacancy factor pressure and on Street Cleansing Environment (+£4K) as a result of gum removal in the town centre as part of the Clean for the Queen project. The Corporate Transport Unit is reporting a net +£84K. CTU has a +£86K pressure which is mainly staff related due to delayed implementation of savings proposals. There is a further pressure from unachievable income targets relating to taxi assessments and driver training. As agreed at SMT, Home to School Transport are currently being reported as breakeven pending confirmation of the impact of leavers & new starters. Stores & Depots are showing a small underspend of approx. -£2K. Waste Services are currently reporting a balanced budget but a full review of this service budget is required.
CSS Corporate Accounts	2		Staffing	A pressure relating to delayed implementation of a staffing restructure in relation to M3 Manager posts this has been mitigated by some other staff savings due to Love My Streets post remaining vacant for a short period.
Community Safety		-13	Staffing	Anti-Bullying has a forecast -£3K underspend due to staff savings. Community Safety is forecasting a -£10K underspend as a result of a secondment from the team which will not be backfilled.
Business Regulation	114		Staffing	This pressure is due to overspend (+£114k) in licensing due to agency staff, covering 3 staff members who are absent.
Safer Neighbourhoods		-345	Staffing & Supplies and Services	Community Protection is showing a significant forecast underspend -£357k due to the service carrying a number of vacant posts, approval has now be given to begin to advertise for these vacancies. This is partially reduced by an overspend +£12k on essential maintenance and repair costs at Landfill sites.
EP & Health & Safety		-21	Staffing	Largely due to present vacancy.

<b>Culture, Sport &amp; Tourism</b>				<b>Service Total (£23k) overspend</b>
Green Spaces	85		Premises & Income	A review of income forecasts at RVCP has been considered, and the anticipated shortfall on Parking and other activities is +£50k. A review of trading activities will be required to consider if the revised projections are realistic for the remainder of the financial year. A number of other small variances across this varied service relate to increased staffing costs and some premises related costs +£35k.
Sports Development		-1		Minor Variance
Leisure Facilities	0	0		
Trees & Woodlands		-12	Income	Forecast over recovery of income on rechargeable tree works, -£12k offsetting small vacancy factor pressure
Landscape Design	6		Income	Anticipated income shortfall £6k due to reduced chargeable staffing hours.
General Management	216		Staffing	The key pressure shown here relates to EDS 5 Libraries savings proposals which cannot be fully implemented until a decision is made post consultation +£250k. (This is being considered elsewhere on this agenda). Reduced staffing costs mainly due to the new Assistant Director post remaining vacant, together with some other vacant posts across management.
Heritage Service	0			
Theatres		-70	Staffing & Income	Pay underspend due to staff changes and vacancies -£58k, Cafe income surplus -£15k and a small pressure on non pay budgets.
Museum, Galleries & Archives		-14	Staffing & Supplies and Services	Variance due to staff savings by non filling of vacant posts.
Tourism		-4	Income	Small variance on income budgets
Libraries		-132	Staffing & Supplies and Services	Post consultation a review of budgets has yielded an increased underspend, which is predominantly pay related due to vacancies and additionally, a reduced use of relief pay budgets -£42k and -£90k on materials fund at this stage in the financial year.
Management	4		Staffing	Small pressure on staffing budgets
Customer Services		-55	Staffing, Supplies & Services and Income	Post consultation work now shows staff and small non pay savings -£16k, and some expected additional HRA and DWP funding -£39k.
<b>Planning, Regeneration &amp; Transportation</b>				<b>Service Total (-£238k) underspend</b>
Estates		-12	Staffing & Income	Although the capacity for income generation on this account is likely to be reduced due to a vacant post +£13k, recharges for capital works such as Bassingthorpe farm will generate -£25k
Facilities Management		-305	Premises & Income	The key savings are from Land and Property Bank- £332K underspend due to reduced estate (buildings being vacated and/or sold). Forecast includes -£42K movement from dilapidations provision for Phoenix Riverside/Innovations Centre. Facilities Management Team - £21K pay underspend due to vacancies. These are being reduced by some pressures across the services - Corporate Property Portfolio +£38K overspend - general running costs across the portfolio. Community Buildings +£52K which includes an historic unachievable saving (+£40k) due to the delay in the planned closure programme.
Building Design and Corporate Projects	82		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		-3	Staffing & Supplies and Services	A Carbon Reduction payment is +£7k higher than budgeted but is being offset by staff savings -£10k.
Children's Capital Team	5		Staffing	Pressure due to unachievable vacancy factor.
Corporate Property Management	4		Staffing	Pressure due to unachievable vacancy factor.



CYPS Property	9		Premises related costs	Small variance against budgets on Safeguarding Children and Families Properties, Children's Centres and Youth Centres.
EDS Property	39		Premises related costs	Forecast running costs relating to the RAIN building +£25k; Libraries and Centenary Market.
NAS Property	4		Premises related costs	Small forecast variance against Learning Disabilities Property budgets at this stage in the financial year
Regeneration/Economic Development		-1	Staffing & Supplies and services	Small variance against budget.
Managed Workspace (Business Centres)		0		
Management	3		Staffing	Small variance due to increased costs on Employer Liability Insurance
Markets	0		Supplies and services	Balanced budget position expected due to pending new contract for Thursday Market and resulting savings.
Planning & Building Control	92		Supplies & Services and Income	Key pressure anticipated due to reduced Development Control income shortfall +£67k, factoring in new fees as determined by DMT (Gullivers, Waverley). Increased software and consultancy costs +£25k offset by reduced consultancy and publicity costs.
Rotherham Investment & Development Office (RIDO)		-286	Income	DMT Star Chamber 3/8/16 - decision taken to adjust the forecast to -£286k, by use of £86k balance sheet monies plus funding from Department of Business Innovation and Skills (BIS), shown as £193k.
Transportation	131		Staffing and income	Pressure due to lack of fee earning work in highways +£112k, and the net cost of agency staff for interim management cover +£19k.
<b>Total</b>	<b>864</b>	<b>-1,373</b>		
<b>Net Under/Overspend</b>	<b>-509</b>			

**Directorate:**

Assistant Chief Executive

**Budget Monitoring Period:**

Forecast Outturn as at July 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	30		Staffing & Supplies & Services	Unfunded Systems & Subscription costs -£35k, staff pressures due to maternity leave/contract extension offset by in year vacancies. There is also an under achievement on income from Design studio.
Democratic Services		-42	Staffing, supplies & services, income & Members allowances	Additional staff cost pressure £51k, estimated under achieved Town Hall Catering income £38K, offset by savings on members allowances and national insurance/pension payments -£131k.
Human Resources (HR) & Payroll - Corporate Services	8		Staffing, supplies & services, income	There are staff pressures due to interim management arrangements and maternity cover costs and 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.
HR & Payroll - Service Centre	47		Staffing, supplies & services, income	Loss of traded income from schools £50K, unachieved income on VAT reclaim from mileage receipts £20K and loss of income due to drop in demand for DBS checks £7k. This is partially offset by underspends on salaries due to vacant posts, maternity leave and staff working less than contracted hours.
Policy and Partnerships		-88	Staffing, income	Staff underspend due to vacant posts -£58K, and use of additional 1 year funding from the Local Government Association (LGA) -£30K.
Directorate Wide	45			Additional forecast staff costs across the Directorate.
<b>Total</b>	<b>130</b>	<b>-130</b>		
<b>Net Under/Overspend</b>	<b>0</b>			

**Directorate:**

**Finance & Customer & Corporate Services**

**Budget Monitoring Period:**

Forecast Outturn as at July 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	8		Staffing	Staff cost pressure
Elections		-49	Staffing & Supplies & Services	Staff cost pressure £15k offset by underspend on Municipal election due to shared May election -£64k
Statutory Costs	120			Forecast overspend due to volume of statutory notices/planning notices.
Business Unit	76		Staffing & Income	Unachievable income target relating to Central Print and Planned Print £112k, partially offset in part by vacant post -29K and underspend against Corporate mail room costs -£7k.
Procurement		-78	Staffing & Income	Underspend on salaries due to vacancies within the team and shortfall on income relating to System Management Fee -£5k
Financial Services	0	-10	Staffing, Supplies & Services & Income	Staff cost pressures mitigated by vacancies -£8k and lower than anticipated pension charges (former employees) -£16k. Other supplies & services costs £19k, offset in part by underspend on training budget -£5k.
Revenues & Benefits	0			Forecast balanced Outturn
Internal Audit & Insurance		-37	Staffing	Staff vacancies
Directorate Wide		-80	Income	Forecast underspend due to vacancy control and maximising grant income flexibility across the Directorate.
<b>Total</b>	<b>254</b>	<b>-254</b>		
<b>Net Under/Overspend</b>	<b>0</b>			

## Directorate Summary Position

Directorate	Saving Approved 2016/17		Delivered to date (July 2016)	Forecast Delivery by 31/03/17	Forecast Variance
	£'000		£'000	£'000	£'000
Children & Young Peoples Services	1,383		1,121	1,383	-
Adult Care & Housing	3,545		1,215	3,468	- 77
Regeneration & Environment	2,620		1,251	2,155	- 465
Assistant Chief Executive	1,377		190	1,287	- 90
Finance & Customer Services	1,630		1,223	1,580	- 50
Public Health	555		205	555	-
<b>Total</b>	<b>11,110</b>		<b>5,205</b>	<b>10,428</b>	<b>- 682</b>

### Summary:

Of the £11.110m Directorate savings approved by Council for 2016/17 - as at the end of July 2016 £5.205m had been delivered and £10.428m were on target for delivery by 31st March 2017.

Of the £0.682m savings not on target for delivery in 2016/17, £0.605m of these are on target to be delivered by alternate actions implemented within Directorates. The Adult Care and Housing £77k pressure being the only one currently forecast to be unmitigated.

# Budget Savings - Progress Monitor - 2016/17

## Children & Young People's Services

As at:

31st July 2016

Savings Ref:	Savings Title	Saving Approved 2016/17 £'000	Delivered to date £'000	Forecast Delivery by 31/03/17 £'000	Forecast Variance £'000	RAG	Comments
CYPS 01	Education Catering Service - Increase in School meals income	83	-	83	-	A	The price increase has been implemented however concern on achieving the value of this saving due to several schools not renewing their contracts with the service
CYPS 03A	Early Years and Childcare - Management saving on reduction in hours by 2 days	15	15	15	-	G	
CYPS 03C	Early Years and Childcare - Increase DSG Contribution for additional 4.2 staff to free up revenue	52	52	52	-	G	
CYPS 03D	Early Years and Childcare - efficiency savings on resources and smarter working	18	18	18	-	G	
CYPS 04A	School Planning, Admissions and Appeals - increase SLA Academy Income for risk management and moving and handling.	20	20	20	-	G	
CYPS 04B	School Improvement - increase in projected income for existing traded services with Academies	146	-	146	-	A	The service is developing options and mitigating actions to ensure the value of this saving is achieved. (None of the saving has been delivered to date).
CYPS 07B	Safeguarding, Children and Families - Residential care Provision	515	515	515	-	G	
CYPS 09 A2	Early Help	501	501	501	-	G	
CYPS 12A	Caretakers - further reduction on pay budgets	26	-	26	-	G	
EDS 11A	Building Cleaning & Toilets - Closure of All Saints Public Toilets	6	-	6	-	A	A cabinet report is being prepared for the 10th October.
EDS 14A	Hospitality - pay budget	1	-	1	-	G	
	<b>Total</b>	<b>1,383</b>	<b>1,121</b>	<b>1,383</b>	<b>-</b>		

## Budget Savings - Progress Monitor - 2016/17

### Adult Care & Housing

As at:

31st July 2016

Savings Ref:	Savings Title	Saving Approved 2016/17 £'000	Delivered to date £'000	Forecast Delivery by 31/03/17 £'000	Forecast Variance £'000	RAG	Comments
	<b>Adult Services</b>						
A	Focused Enablement Service	500	-	500	-	A	Report to Cabinet in May. Consultation now completed. Meeting with Unions (3/8). Voluntary severance offered to staff. Final decision awaited on implementation which may impact on delivery of full savings.
B	Develop alternative provision for In-house Learning Disability residential care and respite care	245	-	245	-	A	Cabinet report in September 2016, any savings will come from service efficiencies in 2016/17 prior to reconfiguration of services
C	Review all high cost Learning Disabilities residential care placements	540	-	540	-	A	Continuing Health Care funding being reviewed, review of high cost placements by external consultants. 45 reviews undertaken, identified potential income from Continuing Health Care. Further reviews being undertaken. Savings identified from September 2016.
D	Develop alternative community based services to Day Care for Older People.	251	167	251	-	G	Closure of one day centre completed and service users provided with better alternatives. Review underway of service users at second day centre.
E	Increase capacity in local communities – review of all Supporting people contracts for the provision of housing related support	720	643	643	- 77	A	All Supporting People contracts under review and negotiations commenced with service providers. Current forecast is shows a variance in delivering full savings target for 2016/17 due to complex contract negotiations and meeting the new service targets.
F	Review Adult Services Management and reduce by two posts. Reduce Adults Training budget by 15% and review Assessment and Care Management teams.	535	235	535	-	G	Phase 1 - Adults Senior Management structure completed. Phase 2 - review of Assessment and Care Management commenced with staff visioning workshop to be completed by end Sept.
G	Review in-house day care for Learning Disabilities	254	-	254	-	A	Review of care packages underway, initial consultation exercise completed and further meetings with users and carers. Next steps being developed which includes Learning Disability Strategy report to Cabinet in October 2016.
H	Review provision of in-house residential and intermediate care for Older People	250	-	250	-	A	Initial report considered at Cabinet/Commissioners Decision making meeting 14 March 2016. Consultation with key stakeholders now completed. Report to Cabinet on the outcome of the consultation in July and agreed timetable for delivery in October 2016.
	<b>Total Adult Services</b>	<b>3,295</b>	<b>1,045</b>	<b>3,218</b>	<b>- 77</b>		

<b>Neighbourhoods</b>							
NAS 11	F(i): Apportioned saving Assistant Director between GF/HRA split	3	3	3	-	G	
NAS 11	F(ii): Supplies and Services cut in HNS Man & Admin	5	5	5	-	G	
NAS 12	A: Additional income generation by the Furnished Homes Scheme of £100k per annum for the period 2016-17 to 2018-19.	100	20	100	-	A	Potential risk that changes in the welfare reform regulations will limit the services ability to generate the additional income
NAS 12	E: HNS wide saving (i) apportioned saving Assistant Director between GF/HRA split	6	6	6	-	G	
NAS 12	E: (ii) Supplies and services cut in HNS management and Admin	13	13	13	-	G	
NAS 13	A: Team Manager current salary split GF to HRA is 50/50. A new ratio can be justified at 20GF/80HRA which will result in a saving to the General Fund	18	18	18	-	G	
NAS 13	B: Housing Development Manager Current split is 50/50. A new ratio can be justified at 20GF/80 HRA which will result in a saving to the General Fund	15	15	15	-	G	
NAS 13	C: Housing Enabling Officer current split is 50/50 and new ratio can be justified at 20GF/80HRA which will result in a saving to the General Fund	9	9	9	-	G	
NAS 13	D: Private Sector Housing Officer currently the post is 100% funded by the General Fund. A new ratio of 80/20 can be justified	9	9	9	-	G	
NAS 13	F(i): Housing and Neighbourhood Service wide saving apportioned saving Assistant Director between GF/HRA split	1	1	1	-	G	
NAS 13	F: (ii) Supplies and services cut in HNS management and Admin	2	2	2	-	G	
NAS 14	H(i) : HNS wide saving (i) apportioned saving Assistant Director between GF/HRA split	9	9	9	-	G	
NAS 14	H(ii): Supplies and Services cut in HNS Man & Admin	17	17	17	-	G	
NAS 15	A: HRA to meet full cost of communal services from 2016/17	35	35	35	-	G	
NAS 15	D: Cancellation of the MESH Mediation Service Contract.	2	2	2	-	G	
NAS 15	E(i): HNS wide saving apportioned saving Assistant Director between GF/HRA split	2	2	2	-	G	
NAS 15	E(ii) Supplies and services cut in HNS management and Admin	4	4	4	-	G	
	<b>Total Neighbourhoods</b>	<b>250</b>	<b>170</b>	<b>250</b>	<b>-</b>		
	<b>Total</b>	<b>3,545</b>	<b>1,215</b>	<b>3,468</b>	<b>- 77</b>		

# Budget Savings - Progress Monitor - 2016/17

## Regeneration & Environment

As at:

31st July 2016

Savings Ref:	Savings Title	Saving Approved 2016/17 £'000	Delivered to date £'000	Forecast Delivery by 31/03/17 £'000	Forecast Variance £'000	RAG	Comments
EDS 01A	Business Unit - pay budgets	22	22	22	-	G	Half of Workforce Development Co-ordinator post (Vacant)
EDS 01B	Business Unit - non-pay budgets	34	34	34	-	G	
EDS 02B	Economic Development and Business Retail Investment Teams (RiDO) - staffing restructure	60	60	60	-	G	2016/17 Savings achieved through a combination of a Growth Bid and one-off income. Approved by Cabinet/Commissioners Decision Making meeting 14th March 2016. - Minute No. 38.
EDS 02D	Economic Development and Business Retail Investment Teams (RiDO) - rental increase	9	9	9	-	G	Saving (extra income) has been implemented for 2016/17
EDS 03A	Planning Service - pay budgets	45	45	45	-	G	The restructure has now been completed, there will be a small in-year pressure due to notice period and pay protection to be managed within the Service
EDS 03B	Planning Service - pay budgets	-	-	-	-	G	This is a 2017/18 Saving and expect to start re-structure in November 2016
EDS 03C	Planning Service - reduce consultancy spend	15	15	15	-	G	As further elements of the Local Plan are adopted the workload will reduce
EDS 03D	Planning Service - pay budgets	-	-	-	-	G	2017/18 Saving
EDS 03E	Planning Service - increased fees	-	-	-	-	A	2018/19 Saving
EDS 03F	Planning Service - joint managed team	55	55	55	-	G	The restructure has now been completed, there will be a small in-year pressure due to notice period and pay protection to be managed within the Service
EDS 04A	Building Control - income	25	8	25	-	G	Increased Fees and Charges
EDS 05 Option 1 A	Library and Customer Services - centralised team	37	-	3	- 34	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 05 Option 1 B	Library and Customer Services - closure mobile service	57	-	5	- 52	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 05 Option 1 C	Library and Customer Services - consolidation of booklink & delivery van	23	-	3	- 20	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 05 Option 1 D	Library and Customer Services- payment kiosks	22	-	4	- 18	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.



EDS 05 Option 1 E	Library and Customer Services - online benefit claims & risk based verification Riverside House	21	-	8	-	13	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 05 Option 1 F	Library and Customer Services - online benefit claims & risk based verification Joint Service Centres	31	-	5	-	26	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 05 Option 1 G	Library and Customer Services - relocation of services	-	-	-	-	-	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 05 Option 1 H	Library and Customer Services - community supported model	59	-	9	-	50	R	Following completion of the consultation exercise a report is to go to Cabinet on 12th September 2016. The bulk of the savings have been reprofiled into 2017/18, subject to approval of the proposals in the Cabinet report.
EDS 06 Option 3 A	Advocacy & Appeals - based on number of council tenants, HRA contribution	80		80	-		G	SLA to be put in place with Housing Services - currently in draft
EDS 07B	Registrars - removal from Hospital	25	25	25	-		G	Service now ceased, plan and saving fully implemented
EDS 07C	Registrars- change in service delivery regarding bereavements	13	13	13	-		G	Implementation successfully completed and savings fully implemented
EDS 08A	Contact Centre - reduce waste service customer demand	11	11	11	-		G	2016/17 Saving Implemented
EDS 08B	Contact Centre - merge roles	45	45	45	-		G	2016/17 Saving Implemented
EDS 08C	Contact Centre - improve online reporting facilities	-	-	-	-		A	2018/19 Saving
EDS 09 Option 1 A	Civic Theatre - pantomime ticket price increase	12	4	12	-		G	Increase to ticket prices
EDS 09 Option 1 B	Civic Theatre - cultural exemption on vat	20	20	20	-		G	2016/17 Saving Implemented
EDS 09 Option 2 A	Civic Theatre - work towards self financing	-	-	-	-		A	2017/18 Saving
EDS 10 Option 1 A	Heritage & Museums - pay related budgets	20	20	20	-		G	Delay recruitment to existing vacancies
EDS 10 Option 1 B	Heritage & Museums - non-pay budgets	6	6	6	-		G	Implemented
EDS 10 Option 1 C	Heritage & Museums - income for additional activities	3	-	3	-		G	Launch of conservation service delayed until 01/10/16 - this will be brought forward if possible
EDS 10 Option 1 D	Heritage & Museums - alternative funding for staffing	24	-	24	-		A	Subject to the approval of a report to go to the Strategic Directors of Finance & Customer Services and Regeneration & Environment, involves the use of a reserve
EDS 16A	Corporate Property Unit (Excluding Corporate Landlord Property) - income on commercial properties	3	-	3	-		G	Implemented
EDS 16B	Corporate Property Unit (Excluding Corporate Landlord Property) - pay budgets	95	-	14	-	81	R	Saving not deliverable in full due to the reduction in capital expenditure across the Council
EDS 17A	Business Regulation - maintenance budgets	14	14	14	-		G	Implemented
EDS 17B	Business Regulation - cease payment of grants	8	8	8	-		G	All actions completed - Saving Achieved
EDS 17C	Business Regulation - reduction food sampling budgets	-	-	-	-		G	2018/19 Saving
EDS 17D	Business Regulation - income	7	2	7	-		G	Implemented
EDS 17E	Business Regulation - self service option for licences	-	-	-	-		A	2017/18 Saving
EDS 17F	Business Regulation - review processes	-	-	-	-		A	2017/18 Saving
EDS 17G	Business Regulation - non pay budget (system_	-	-	-	-		A	2017/18 Saving
EDS 18A	Waste PFI - pay budget	7	7	7	-		G	Implemented

EDS 18B	Waste PFI - pay budget	32	32	32	-	G	Implemented
EDS 18C	Waste PFI - reduce use external consultants	-	-	-	-	G	2017/18 Saving
EDS 19A	Waste Treatment - reduction in disposal costs	105	26	105	-	G	Implemented
EDS 20A	Waste Collection - pay budgets	20	-	20	-	G	Interim Waste Manager to be appointed. Implementation of new structure pushed back by 1 month to 31/08/16
EDS 20C	Waste Collection - fleet renewal	164	-	82	- 82	A	Due to ongoing work to develop the overall options for future waste services, the full years' savings may not be achieved in 2016/17
EDS 20G	Waste Collection - reduce service delivery during Christmas/New Year	30	-	-	- 30	R	Christmas / New Year Collections to be determined. Report to follow when delivery options have been assessed.
EDS 21A	Transportation & Highways Projects - pay budgets	34	34	34	-	G	Implemented
EDS 21B	Transportation & Highways Projects - change in contractual arrangements	50	50	50	-	G	Implemented
EDS 21C	Transportation & Highways Projects -reduce non-pay budgets	10	10	10	-	G	Implemented
EDS 21D	Transportation & Highways Projects - pay budget	25	-	25	-	A	Staffing re-structure to be determined
EDS 21E	Transportation & Highways Projects - invest to save	-	-	-	-	A	2017/18 Saving
EDS 21G	Transportation & Highways Projects - pay budgets	-	-	-	-	A	2017/18 Saving
EDS 21H	Transportation & Highways Projects - pay budgets	-	-	-	-	A	2017/18 Saving
EDS 22B	Parking Services - pay budgets	-	-	-	-	G	2017/18 Saving - Looking to bring forward into 2016/17
EDS 24B Option 1	Highway Maintenance - income generation	32	11	32	-	G	Implemented
EDS 24C	Highway Maintenance - pay budgets	45	45	45	-	G	2016/17 Saving Achieved
EDS 24D	Highway Maintenance - non pay budgets	100	100	100	-	G	2016/17 Saving Achieved
EDS 24E	Highway Maintenance - non pay budgets	-	-	-	-	A	2017/18 Saving
EDS 25A Option 1	Grounds Maintenance - equipment/machinery	41	41	41	-	G	2016/17 Saving Achieved
EDS 25J	Grounds Maintenance - non pay budgets	9	-	9	-	A	Savings on weed killer implemented. With regard to the Supervisor vans, the service are looking at cheaper alternatives and managing the service in a different way.
EDS 25K	Grounds Maintenance - income generation	4	1	4	-	G	Increased Fees and Charges to Parish Councils
EDS 25L	Grounds Maintenance - non pay budgets	37	37	37	-	G	2016/17 Saving Achieved
EDS 26A	Leisure & Green Spaces - allotment price increase	5	1	5	-	G	Implemented
EDS 26B	Leisure & Green Spaces - RVCP pay budgets	43	-	43	-	G	New structure to be implemented from 01/10/16
EDS 26C	Leisure & Green Spaces - parking budgets - was GREEN	90	-	50	- 40	A	Increased parking charges at RVCP - Impact being assessed
EDS 26D	Leisure & Green Spaces - water sports change in service delivery	36	-	36	-	G	New structure to be implemented from 01/10/16
EDS 26F	Leisure & Green Spaces - pay budgets TCP	-	-	-	-	G	2017/18 Saving
EDS 26G	Leisure & Green Spaces - income TCP	-	-	-	-	G	2017/18 Saving
EDS 26H	Leisure & Green Spaces - pay budgets countryside operatives	-	-	-	-	G	2017/18 Saving
EDS 26I	Leisure & Green Spaces - pay budgets	-	-	-	-	G	2017/18 Saving
EDS 26J	Leisure & Green Spaces - pay budgets Clifton Park	40	-	40	-	A	The restructure is currently ongoing
EDS 26K	Leisure & Green Spaces - pay budgets Clifton Park	- 3	- 3	- 3	-	G	
EDS 26L	Leisure & Green Spaces - pay budgets Clifton Park	23	-	23	-	A	The restructure is currently ongoing
EDS 26M	Leisure & Green Spaces - non pay budgets	12	12	12	-	G	2016/17 Saving Achieved
EDS 26N	Leisure & Green Spaces - parking charges	12	-	12	-	G	Working with the Commercial Manager to deliver increased income targets
EDS 26O	Leisure & Green Spaces - Urban Parks	27	27	27	-	G	2016/17 Saving Achieved
EDS 26R	Leisure & Green Spaces - reduction in match funding end of project	2	2	2	-	G	2016/17 Saving Achieved
EDS 26S	Leisure & Green Spaces - pay budgets	-	-	-	-	G	2018/19 Saving

EDS 26T	Leisure & Green Spaces - pay budgets	-	-	-	-	G	2018/19 Saving
EDS 26U	Leisure & Green Spaces - pay budgets	-	-	-	-	G	2018/19 Saving
EDS 27A	Street Cleansing - charging for service	30	10	30	-	G	New charges to be implemented
EDS 27C	Street Cleansing - staff reduction	21	21	21	-	G	Implemented
EDS 27F	Street Cleansing - removal of van	-	-	-	-	G	2017/18 Saving
EDS 28A	Health & Safety - reduction in contracted services	5	5	5	-	G	Completed - Saving Achieved
EDS 28B	Health & Safety - training budget reduction	8	8	8	-	G	Completed - Saving Achieved
EDS 28C	Health & Safety - staffing restructure	17	17	17	-	G	Completed - Saving Achieved
EDS 28D	Health & Safety - core budget reduction	30	30	30	-	G	HRA income secured
EDS 28E	Health & Safety - non pay budget	12	12	12	-	G	Completed - Saving Achieved
EDS 30B	Depot, Stores & Business Support	100	100	100	-	G	Completed - Saving Achieved
EDS 31C	Home to School Transport - retendering some routes	80	80	80	-	G	Completed - Saving Achieved
EDS 31D	Home to School Transport - develop alternative service delivery options	-	-	-	-	R	2017/18 Saving - Awaiting confirmation from Adult Services what transport arrangements will be required to support the revised service offer and the timescale for implementation
EDS 32A	Corporate Transport & Plant - income generation	8	-	8	-	A	Marketing of the Service to be undertaken so that the income is achieved.
EDS 32C	Corporate Transport & Plant - income generation	8	-	8	-	A	Marketing of the Service to be undertaken so that the income is achieved.
EDS 32D	Corporate Transport & Plant - grant	20	20	20	-	G	Implemented
EDS 32E	Corporate Transport & Plant - income generation	12	4	12	-	G	Rental of car park spaces at Hellaby Depot. Any potential pressure will be contained within existing budgets
EDS 32F	Corporate Transport & Plant - pay budget	14	-	14	-	G	Corporate Transport Unit in the process of being reviewed. Update will follow in the next monitoring period.
EDS 33B	Streetpride staffing restructure	70	17	51	- 19	A	Part of wider Street Scene staffing review.
EDS 33C	Streetpride staffing restructure	17	-	17	-	A	Corporate Transport Unit in the process of being reviewed. Update will follow in the next monitoring period.
MP	Property Rationalisation	235	78	235	-	G	2016/17 Saving Implemented
	<b>Total</b>	<b>2,620</b>	<b>1,251</b>	<b>2,155</b>	<b>- 465</b>		

# Budget Savings - Progress Monitor - 2016/17

## Assistant Chief Executive

As at:

31st July 2016

Savings Ref:	Savings Title	Saving Approved 2016/17 £'000	Delivered to date £'000	Forecast Delivery by 31/03/17 £'000	Forecast Variance £'000	RAG	Comments
RES 06A	HR Service Centre - Restructure	35	35	35	-	G	
RES 06B	HR Service Centre - Restructure	14	14	14	-	G	
RES 06C	HR Service Centre - Review of Management Structure	38	38	38	-	G	
RES 06D	HR Service Centre - Reclaim VAT on mileage.	50	9	30	- 20	A	Based on reduced mileage to date this saving is not currently forecast to be delivered in full. It should be noted that the risk around evidencing the VAT reclaim will now sit with staff rather than the Council.
RES 07A	Corporate Human Resources - Increased income from Salary Sacrifice Schemes	100	34	100	-	G	
RES 07B	Corporate Human Resources - HRA contribution	25	25	25	-	G	
RES 07C	Corporate Human Resources - Increase income from Schools HR Consultancy	15	-	-	- 15	R	Based on current known levels of buy-back this increase to the income target is not yet confirmed.
RES 09A	Policy & Partnerships - Reduction in Staffing	6	6	6	-	G	
RES 09B	Policy & Partnerships - Subscriptions	2	2	2	-	G	
RES 09D	Policy & Partnerships - Restructure	20	20	20	-	G	
RES 17A	Committee Services - Additional Income from Academies	15	5	15	-	G	
RES 18A	Town Hall Catering - Closure of Town Hall Catering Unit	55	-	-	- 55	R	Although one aspect of the agreed saving has been implemented (staff reduction) the pressure remains as additional casual resource and staff overtime has been implemented to continue with hot meal provision at the Town Hall (expected to cease at the end of August) and to prepare the 'Dish of the Day' for sale at Riverside House. Town Hall catering is being considered as part of the Council's ongoing catering review.
RES 22A	Complaints - HRA Contribution	2	2	2	-	G	
CORP	Terms & Conditions	1,000	-	1,000	-	A	Meetings are being progressed with the Trade Unions to discuss the options for delivering this saving (£2million full year effect). Depending on the options taken and the effective date of implementation the full £1 million saving requirement for 2016/17 may be at risk of delivery in full.
	<b>Total</b>	<b>1,377</b>	<b>190</b>	<b>1,287</b>	<b>- 90</b>		

# Budget Savings - Progress Monitor - 2016/17

## Finance & Customer Services

As at:

31st July 2016

Savings Ref:	Savings Title	Saving Approved 2016/17 £'000	Delivered to date £'000	Forecast Delivery by 31/03/17 £'000	Forecast Variance £'000	RAG	Comments
RES 01 & 02A Option 1	Finance (including traded service) - Restructure	317	317	317	-	G	
RES 01 & 02B	Finance (including traded service)- Additional income from schools	62	20	62	-	A	On track for delivery but will be dependent upon level of service buy-back in Autumn and Spring terms.
RES 01 & 02C	Finance (including traded service)- Reduction in Debtor Days	25	10	25	-	A	
RES 01 & 02D 1	Finance (including traded service) - New Burdens Grant	20	20	20	-	G	
RES 01 & 02D 2	Finance (including traded service) - Reduction in Training Budget	25	25	25	-	G	
RES 03A/C/H	Procurement - Contract Renegotiation Telephony	80	80	80	-	G	
RES 03B	Procurement - YPO income	40	10	40	-	G	
RES 03D	Procurement - HRA contribution	20	20	20	-	G	
RES 03E	Procurement - Increase volume rebates	40	13	40	-	G	
RES 04A	Revenues, Benefits & Payments - Move of Benefit Fraud team to DWP new Single Fraud Investigation Service (SFIS). Disestablishment of 5 posts on the Benefit Fraud team.	147	147	147	-	G	
RES 04B	Revenues, Benefits & Payments - Move of Benefit Fraud team to DWP new Single Fraud Investigation Service (SFIS). Disestablishment of Management post on the Benefit Fraud team.	40	40	40	-	G	
RES 04C	Revenues, Benefits & Payments - Disestablishment of vacant Band C post in Scanning and Indexing team.	20	20	20	-	G	
RES 04D	Revenues, Benefits & Payments - Printing Savings from increased "Your Account" take up for managing a customer's Council Tax Account	35	9	35	-	G	
RES 04E	Revenues, Benefits & Payments - Increased year on year utilisation of advanced SMS functionality to replace outgoing letters	5	2	5	-	G	
RES 04F	Revenues, Benefits & Payments - Establishment of 1fte Band F Debt Recovery Visiting Officer post in Account Management	72	-	72	-	A	We have been recruiting to this post since the savings plan was agreed, initially without success. However the successful candidate will start work on the second week in August, therefore due to delay there is potential for there to be a shortfall on the income target (which is to generate additional income on CTax, NDR and HBOP).
RES 04G	Revenues, Benefits & Payments - Reduction in membership fees post SFIS	1	1	1	-	G	
RES 08A	ICT Supplier Hosted Solutions - Transition of ICT Services to 3rd Party Hosted Sites	40		40	-	A	
RES 08B	ICT - Sale of Secure Data Centre Facilities	50	-	-	- 50	R	Currently not on target for delivery in 2016/17. Review of options to generate income ongoing.

RES 08C	ICT - Schools Connected Revised Charges	40	-	40	-	G	
RES 08D	ICT - Reduce Overtime	30	30	30	-	G	The value of this saving is now planned to be delivered through the service restructure.
RES 08E	ICT 24/7 Support - Removal of ICT Out of Hours Support	15	15	15	-	G	The value of this saving is now planned to be delivered through the service restructure.
RES 08F	ICT - Rationalise Telephony Provision	20	-	20	-	A	
RES 08G	ICT - HRA Charges	40	40	40	-	G	
RES 08J	ICT Restructure	200	200	200	-	G	
RES 08K	ICT -Contracts Rationalisation	50	50	50	-	G	
RES 10A	Insurance - Administration of South Yorkshire Transport Executive claims	15	15	15	-	G	
RES 10B	Insurance - Reduction in claims	25	10	25	-	G	
RES 10C	Insurance - Reduction in Terrorism Insurance Cover	20	20	20	-	A	
RES 11A	Internal Audit - Restructure	25	25	25	-	G	
RES 21B	Legal - Increase Income & topslice Supplies & Services	111	84	111	-	G	
	<b>Total</b>	<b>1,630</b>	<b>1,223</b>	<b>1,580</b>	<b>- 50</b>		

# Budget Savings - Progress Monitor - 2016/17

## Public Health

As at:

31st July 2016

Savings Ref:	Savings Title	Saving Approved 2016/17 £'000	Delivered to date £'000	Forecast Delivery by 31/03/17 £'000	Forecast Variance £'000	RAG	Comments
	<b>Public Health</b>						
PH4 - A	Service review of community dietetics	-	-	-	-	G	Subject to joint review of the dietetics services with RCGG by September 2016, and notice serving of termination of SLA for 2017/18
PH1 - B	Review of out of area GUM payments and local prescribing payments	20	-	20	-	G	Policy for Out of Area payments now agreed by Cabinet.
PH5 - B	1.8% reduction to 0-19 budget applied over next 3 years	104	-	104	-	G	To be incorporated into the re-tender of service along with additional savings to be identified to reflect reductions in PH Grant over next 4 years (10%)
PH5 - A	Budget reduction for School Nursing Service reflecting equivalent funding for provision of immunisations now provided by NHS England	176	-	176	-	G	The saving has been implemented as the service is to be externally funded (by NHS England) in line with commissioning responsibilities.
PH2 - B	1.8% Efficiency Savings on RDASH Alcohol & Drugs contract	48	48	48	-	G	Savings agreed from April 2016
PH1 - A	Year on Year 1.8% efficiency Saving to provider of Integrated Sexual Health Service (RFT)	39	39	39	-	G	Savings agreed with the Rotherham Foundation Trust
PH13 - A/B	Savings from the revised salary for the Director of Public Health and from changes to the Consultant in Public Health post	62	62	62	-	G	Implemented
PH9 - A	1.8% reduction to all tobacco control service3 contracts over next 3 years	16	16	16	-	G	Savings agreed with provider
PH2 - A	Retender Floating Housing Support Service which provides support to substance users in tenancy agreements	40	40	40	-	G	Re-procurement already in place
PH1 - D	Theatre & Health Education Support - contract renegotiation	26	-	26	-	G	Currently out to tender, savings agreed
PH 1 - C	Consolidation of contracts for HIV prevention/support	24	-	24	-	G	Currently out to tender, savings agreed
	<b>Total</b>	<b>555</b>	<b>205</b>	<b>555</b>	<b>-</b>		

## Budget Savings Proposals NOT Implemented

APPENDIX 3

Directorate	Budget Round Year	Proposal Ref:	Proposal Title	Approved Action	Savings Value			Mitigating Action Implemented (if any)  (Also state whether mitigating action is intended to be recurrent)	Forecast pressure (2016/17) after mitigating actions  £'000
					2016/17	2017/18	2018/19		
					£'000	£'000	£'000		
Regen & Environment	2014/15	SP 5	Household Waste Collection	Waste Service - Undertake a fundamental re-design of waste operations	200			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. (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).	0
	2014/15	SP 9	Corporate Transport Unit	Increase the expected vehicle life, spreading the acquisition costs	250			Savings in plant account achieved through a combination of new lease agreements and fuel savings - Recurrent Saving	0
	2014/15	SP 13	Rother Valley Country Park	RVCP - invest to save proposals including caravan park & associated facilities	120			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 July, we are currently forecasting that the pressure will be mitigated by additional income from activities on site. However, this will be reviewed following August's trading to ensure that the revised forecast income for the year is realistic. 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 and approval. Overall, the Directorate is forecasting an underspend as at the end of July of £509k so this pressure is fully mitigated in year.	0
	2016/17	EDS 02B	Economic Development and Business Retail Investment Teams (RiDO) - staffing restructure	Merge the RiDO Economic Development and Business retail and investment teams, to create one team with joint management.	60			2016/17 Savings achieved through a combination of a Growth Bid and one-off income. (Non - recurrent). Approved by Cabinet/Commissioners Decision Making meeting 14th March 2016. - Minute No. 38. Future delivery of the saving to be considered by the new Management Team. (per the Minute ref).	0



	2016/17	EDS 05	Libraries and Customer Services	Various savings proposals in respect of the Library Strategy and future service offer, which have been the subject of public consultation	250	178	46	Report to go to Cabinet 12th September 2016. The bulk of the savings £213k have been re-profiled into 2017/18, subject to approval of the proposals in the Cabinet report. Overall, the Directorate is forecasting an underspend as at the end of July of £509k so this pressure is fully mitigated in year.	0
	2016/17	EDS 11A	Building Cleaning & Toilets	Conversion to an un-manned facility at All Saints Toilets	6			Report to go to Cabinet 10th October 2016. Overall, the Directorate is forecasting an underspend as at the end of July of £509k so this pressure is fully mitigated in year.	0
	2016/17	EDS 16B	Corporate Property Unit (Excluding Corporate Landlord Property) - pay budgets	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.	95			Saving not deliverable in full due to the reduction in capital expenditure across the Council impacting on Service income generation. Overall, the Directorate is forecasting an underspend as at the end of July of £509k so this pressure is fully mitigated in year.	0
	2016/17	EDS 20G	Waste Collection - Christmas / New Year Service	Revert to an alternate week collection on domestic refuse at Christmas / New Year	30			Christmas / New Year Collections to be determined. Report to follow when delivery options have been assessed. Overall, the Directorate is forecasting an underspend as at the end of July of £509k so this pressure is fully mitigated in year.	0
Finance & Customer Services	2016/17	Res 08B	ICT Data Centre	The Council's data centre at Riverside House meets the highest standards of 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.	50	100	100	Options to generate income to be developed. As at the end of July the Directorate is forecasting a balanced outturn so this pressure is fully mitigated in year.	0
	2016/17	Res 08C	ICT Reduce overtime	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.	30			It is proposed that this saving will now be delivered through the overall service restructure (Recurrent)	0
	2016/17	Res 08D	ICT 24/7 Support - Removal of ICT Out of Hours Support	This proposal would replace 24/7 support with extended support during weekdays (e.g. 7am to 7pm Monday to Friday).	15			It is proposed that this saving will now be delivered through the overall service restructure (Recurrent)	0

Assistant Chief Executive	2016/17	Corporate	Staff Contracts - Terms & Conditions	Budget saving proposed to be delivered from the renegotiation of staff terms and conditions of employment, effective from October 2016. (£1m) (Full year effect £2m).	1,000	1,000	0	Discussions taking place with Trade Unions. Paper with options currently being prepared for Member consideration.	0
	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)	55			The first of these actions have been implemented. The second is now planned to happen at the end of August and the third is under consideration as part of the Council wide Catering Services review. Delays in implementation mean that the saving is unlikely to be delivered in 2016/17. As at the end of July the Directorate is forecasting a balanced outturn so this pressure is fully mitigated in year.	0
<b>TOTAL</b>					<b>2,161</b>	<b>1,278</b>	<b>146</b>		<b>0</b>

## Summary Sheet

### Overview & Scrutiny Management Board (OSMB)

#### Title

Rotherham MBC Annual Complaint Report 2015-16

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

Not a key decision, included on the Forward Plan for consideration by Standards and Ethics Committee

#### Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

#### Report Author(s)

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Justin Homer, Head of Policy Improvement and Partnerships  
01709 823618

#### Ward(s) Affected

All

#### Executive Summary

This report encloses a copy of the Council's Annual Complaints Report for 2015/16, which sets out information about complaints made to the Council between 1 April 2015 and 31 March 2016 under the Corporate Complaint's Procedure, Housing Complaint Procedure and the Adult and Children's Services Complaint Regulations.

It provides analysis on the particular trends in the complaints received, by service area, and in terms of the timescales in which responses were provided; as well as about the escalation of complaints.

It also highlights examples of key learning points from the complaints received, which have been used over the last year in regular reports to senior managers to address or correct any mistakes and improve services or procedures as a result.

**Recommendations**

That Members:

- a. note the content and key messages of the enclosed Annual Complaints Report for 2015/16, including in particular the service and performance improvement actions set out within it for 2016/17; and provide any further comments on areas for further and continuous improvement which can be delivered in partnership with service teams and members moving forward.

**List of Appendices Included**

Appendix – RMBC Annual Complaint Report 2015-16

**Background Papers**

NA

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

Standards and Ethics Committee is due to consider the Annual Report on 29<sup>th</sup> September 2016

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **Rotherham MBC Annual Complaint report 2015-16**

### **1. Recommendations**

#### 1.1 That Members:

- Note the content and key messages of the enclosed Annual Complaints Report for 2015/16 (see Appendix), including in particular the service and performance improvement actions set out within it for 2016/17; and provide any further comments on areas for further and continuous improvement which can be delivered in partnership with service teams and members moving forward.

### **2. Background**

- 2.1 All Councils need to provide complaint procedures to respond to customer concerns in an open and transparent way within defined timescales.
- 2.2 The enclosed annual report – see Appendix - details how the Council has responded to complaints and customer feedback in line with the Rotherham MBC complaint procedures and customer care standards during 2015/16. These complaints and associated processes for managing them allow the Council to monitor performance and provide customers clear expectations with regard to how their complaint will be responded to.
- 2.3 The annual report explains how the Council has performed against these standards and how it has learnt and improved the services it provides.
- 2.4 The Council's corporate Improvement Plan recognises the specific need for robust governance and performance management, and dealing with complaints effectively and efficiently is a key element of this. When responding to customer complaints the Council is provided with the opportunity to review its compliance to policy, procedure and legislation; and it can either confirm compliance or highlight the need for improvement and change.

### **3. Key Issues**

- 3.1 The enclosed report – see Appendix - presents information about complaints made to the council between 1 April 2015 and 31 March 2016 under the Corporate Complaint's Procedure, Housing Complaint Procedure and the Adult and Children's Services Complaint Regulations.
- 3.2 The figures in the report include details of the number of complaints received, numbers of compliments received, and information on those complaints that have escalated to be considered by the relevant Ombudsman. It also sets out details of the numbers of Councillor ward surgery enquiries received via the Council's e-casework system, which were administered by the Corporate Complaints Team over the last 12 months. The information includes detailed breakdowns of complaints and enquiries received for each Council Directorate.

3.3 The key headlines of the report can be summarised as follows:

- i. Overall, the **numbers of complaints received by all services remained fairly static, at 695** (692 last year). However, within this there was another significant **increase in Children and Young People's Service (CYPS)** complaints (45 more, up to 204), and a **reduction in Housing complaints** (of 60, down to 268) - Housing Services, traditionally, having always comprised around half of all complaints received.
- ii. Overall, **80% of complaints were responded to within the required timescales** – this is slightly poorer performance than the 82% last year. A key reason for this is that the **response rate in CYPS over the whole year dropped to 50%** (from 55% last year). Performance **excluding CYPS for the year was 92%** in-time; however, the report also notes that a **new performance framework** for CYPS complaints developed during the last year saw this **performance increase to 90% in-time for the last quarter** of 2015/16 (a trend which has continued into the current year).
- iii. In terms of other positive trends, **fewer complaints overall were upheld** (152, or 21% compared to 220 or 31% the previous year) and **fewer were escalated** to further stages (6%, or **45** compared to 7%, 47 escalated in 2014-15) indicating that more complainants were satisfied with initial responses. Very slightly **fewer numbers of complaints were referred to the Ombudsman**; and external **complaint investigation costs** (in CYPS) were also reduced (from £21,000 to £12,300), reflecting fewer escalated cases.
- iv. Nevertheless, in terms of the specific Ombudsman cases, **while fewer were considered, more of these were upheld** than the previous year (10 of 32); and there was an increase **in the amount of financial remediation** awards, up to £12,000 from £2,400, most of which related to reimbursed overpayments or incorrect fees/charges (which have been monitored more closely for this report than in previous years and includes awards requested by the Ombudsman).

3.6 Further performance results, from April 2014 to March 2015, can be summarised as follows:

- i. Slightly more complaints for Adult Services were received, at **76** (73 received in 2014-15)
- ii. There were fewer complaints for "Resources and Corporate" services (i.e. those covered by the previous "Resources & Transformation" Directorate, which now broadly form the Finance & Customer Services and Assistant Chief Executive Directorates), at **39** (43 in 2014-15)

- iii. Slightly more complaints were received for Regeneration and Environment Services (previously known as “Environment and Development Services”) at **108** (103 in 2014-15)
- iv. More “Councillor Surgery” cases were processed by the e-casework system, administered by the Complaints Team during 2015/16, at **942** (859 were received in 2014-15; and 714 received in 2014-15)
- v. Very slightly more compliments recorded by the Complaints Team, at **604** (603 recorded in 2014-15)
- vi. Fewer “informal” complaints<sup>1</sup> received, at **594** (732 received 2014-15 and 811 received 2013-14)

#### **4. Options considered and recommended proposals**

- 4.1 The format of the Annual Report broadly follows those published in previous years. It provides an overall summary of performance across the entire Council, followed by themed summaries of performance by Directorate, including more detailed Annexes for each Directorate.
- 4.2 All Councils will provide complaint procedures to respond to customers’ concerns in an open and transparent way and within defined timescales. These procedures are informed by the relevant local government legislation and differ depending on the service area in question.
- 4.3 Rotherham Council’s standards and procedures are made available to the public on the website – see [www.rotherham.gov.uk/info/200025/complaints](http://www.rotherham.gov.uk/info/200025/complaints) - and allow the Council to monitor performance and provide customers clear expectations regarding how their complaint will be handled.
- 4.4 The Council has four established procedures, namely for Corporate Complaints, Housing Complaints, Adult Services and Children’s Services. These set out what customers should expect in terms of when their issues will be acknowledged, how they will be contacted to get all relevant information, when they should expect a response, and what they can do if they remain dissatisfied. A summary of these procedures are in Table 1 below.

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<sup>1</sup> Please note, “informal” complaints are defined as contacts by customers who are expressing dissatisfaction but the Council has been previously unaware of the concern and has not had an opportunity to put things right. These complaints have been dealt with and resolved to the customer’s satisfaction at their first point of contact and as a result the customer has not wanted to enter formal complaint proceedings. This is done with the agreement of the customer and it means that a large number of enquiries are dealt with much quicker and at less cost to the Council (an example would be a report of an outstanding repair to a Council property).

**Table1: Overview of the four complaints procedures adopted by the Council<sup>2</sup>:**

Service Area / Procedure	Stage 1	Stage 2	Stage 3
Children and young People's Services (statutory process)	Line/Service Manager response – within 10 working days where possible (or within 20 days for most complex cases)	Investigation by person independent of the Council - with response issued within 25 working days (or, for most complex cases, within 65 working days)	Independent Complaints Review Panel –may take up to 50 working days to reach a conclusion
Adult Social Care (statutory process)	Agree with complainant who should investigate the issue – with a response provided within 10 working days (or no later than 20 days for most complex cases)	A more senior officer investigation (or an external consultant if required) – with a response issued within 45 working days	A further, more senior (usually Director) level investigation - with a response issued within 20 days
Housing (statutory process)	Line/Service Manager response - within 10 working days (where this is not possible, complainant is written to with full details for delay and a revised date)	Independent Council officer investigation (usually Complaints Team) – with response issued within 25 working days of receipt.	No third stage for Housing complaints
Corporate Complaints (discretionary process)	Line/Service Manager response - within 10 working days of receipt	Investigation by senior independent officer (usually Complaints Team) – full written response within 25 days of receipt	Elected member complaints review panel – date set within 20 days of receipt and report provided within 5 days of panel hearing

- 4.5 Please note that the Directorate break-downs within parts of the report reflect those that existed for the majority of 2015/16 (e.g. “Resources and Transformation” and “Environment and Development Services”) rather than current Directorate configurations, as this was how performance was tracked and monitored over the last year. New systems for 2016/17 are now in place to reflect the new Council structures.
- 4.6 The Council is able to compare in general terms its performance nationally by considering the Local Government Ombudsman’s Annual Review letter. This demonstrates that, based on a national average, the Council is performing well, with the Ombudsman receiving more complaints in the last year and also upholding more, at 51%, of those investigated. The Council received fewer Ombudsman enquiries and 26% of those investigated were upheld (8 out of 30).
- 4.7 The 2016/17 Corporate Plan sets a new target to achieve 85% performance for in-time responses in the current year, moving from the 80% overall achieved last year, back towards historic higher performance rates. However, it should

<sup>2</sup> Full details of all four procedures are set out on the Council’s website at [www.rotherham.gov.uk/downloads/download/119/complaints\\_procedures](http://www.rotherham.gov.uk/downloads/download/119/complaints_procedures)



also be noted that previous, lower numbers of CYPS complaints may be a result of under-recording, with increasing steps taken over the last two years to make complaint reporting easier (particularly for young people themselves).

- 4.8 There has also been an increasing emphasis over the last year on learning from complaints, and the re-instatement of management reporting (to DMT/SMT meetings etc.) which have aimed to improve levels of management oversight and information.
- 4.9 The Complaints Team working with services and Elected Members will ensure a constant focus on improving the way that the Council manages complaints and learns from them in 2016-17. Some example outline improvement actions are noted as follows;
- i. Continuing to improve learning and service improvement opportunities from customer feedback, reviewing current Directorate and management team reporting in the light of new management appointments and the wider feedback received.
  - ii. New, regular monitoring of headline complaints performance for the Council as a whole through the new 2016/17 Corporate Plan reporting arrangements, and supporting Strategic Leadership Team focus on reviewing organisational performance data on a more robust and regular basis.
  - iii. Ensuring that all customer responses (from all Directorates) continue to be quality assured, with an enhanced focus on enforcing high quality standards in line with senior management, member and Commissioner expectations; to ideally further reduce the number of complaints escalating through the complaint procedure.

## **5. Consultation**

- 5.1 The Directorate sections in the annexes of the Annual Report have been reported to each Directorate Management Team across the Council, building on the complaint monitoring information which is now reported regularly to these senior managers, to track progress and emphasise key learning points. In CYPS complaints are also reported to the Directorate Management Team on a weekly basis.

## **6. Timetable and Accountability for Implementing this Decision**

- 6.1 Improvements to the way the Council manages complaints and learns from them, as set out in the report, will be implemented within year 2016-17 for the next Annual Report in the summer of 2017.

## **7. Financial and Procurement Implications**

- 7.1 The enclosed Annual Report details financial remuneration payments made as a result of complaint investigations, with a greater amount noted as awarded overall in 2015-16, £12,376.85 (compared to £2,454 in 2014-15). The majority of this - £9,076.85 - was a result of refunds of charge and fees; with £3,300 awarded in *ex-gratia* payments for distress and inconvenience caused.

7.2 A decrease in external complaint investigation costs in Children & Young People's Services (CYPS) is also noted – i.e. £12,350 (£20,956 in 2014-15).

## **8. Legal Implications**

8.1 The Council's approach to handling complaints is informed by the following key pieces of legislation:

- i. Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 (Making Experiences Count).
- ii. The Children Act 1989 Representations Procedure (England) Regulations 2006.
- iii. Localism Act 2011 (for Housing Services complaints)

## **9. Human Resources Implications**

9.1 There are no Human Resources implications arising from this report.

## **10. Implications for Children and Young People and Vulnerable Adults**

10.1 The statutory complaints procedure for Children's and Adult Social Care provides an opportunity for children and young people and vulnerable adults to have their voices heard and to improve service delivery.

10.2 In Children's and Young Peoples Services a new performance management regime has been introduced by the Complaints Team working with the Directorate Leadership Team. The new performance management process includes a weekly complaints report to the Directorate Leadership Team highlighting outstanding enquiries which require a response; issuing of weekly reminders for all enquiries; and a process acting swiftly to resolve those complaints which are at risk of not being responded to within statutory requirements.

10.3 The Corporate Complaints Team has also been working with the Young Inspectors programme in Children's and Young Peoples Services to improve its approach. Following a mystery shopping exercise carried out by the Young Inspectors the information on the Council website has been amended to make it more accessible to young people (for example, by revising the content and wording of the existing information and including specific information aimed at young people in care). The Council has also revised the contact details on the Council website and a young persons' complaint leaflet to highlight and promote the various methods which young people can use to contact the complaints team, including a dedicated text message number.

## **11 Equalities and Human Rights Implications**

11.1 Investigations through the complaint procedure will consider all relevant policy and legislation, including those relating to equalities and human rights. All complaints are investigated with due consideration to the Council's policies and legislation.

## **12. Implications for Partners and Other Directorates**

12.1 The enclosed report is applicable to all Directorates and the information contained within it – specifically the relevant Directorate Annexes - have been considered by all Directorate Management Teams and Service Management Teams where appropriate.

## **13. Risks and Mitigation**

13.1 Although positive management of complaints has been achieved, the number and type of complaints received is sometimes determined by circumstances beyond the control of the services and Corporate Complaints Team. Regardless of any external factors the services are required to maintain a high level of performance and excellent customer care.

13.2 In addition, as the Council continues to deal with significant funding reductions and the impacts this may have on service provision going forward, there is a risk of an increased level of complaints from clients and customers, which the corporate complaints team and service leads will need to manage. It will be important to ensure an ongoing good level of service to the public that ensures complaints can continue to be handled with appropriate levels of care and consideration, in line with required timescales and legal requirements.

## **14. Accountable Officer**

14.1 Shokat Lal, Assistant Chief Executive

Approvals Obtained from:

For the Director of Finance and Corporate Services: Stuart Booth, Assistant Director, Financial Services

Director of Legal Services: Dermot Pearson, Assistant Director, Legal Services

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

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

# Rotherham MBC Annual Complaints Report 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016

## Summary and performance headlines

1. This report provides information about complaints made between **1 April 2015 and 31 March 2016** to Rotherham Metropolitan Borough Council, as dealt with through the Council's procedures for Adult Social Services, Children's Social Services, Housing and Corporate complaints.

2. The figures in the report include details of the number of customers and the number of complaints they have made. For each Council Directorate (reflecting those structures in place for the majority of 2015/16) further information and a break-down summary of performance is provided. Tailored annual complaint reports by Directorate have also been presented to relevant senior management teams within Directorates over recent weeks, building on the regular management information on complaints that is provided to these management teams on an ongoing basis (see Appendices 1 to 5 for overviews of these Directorate reports).

3. **In total over the 12 months of 2015/16 the number of complaints received by the Council increased very slightly by 3 (0.3%) from the 692 received in 2014/15, to 695.** These compare to 672 received in 2013-14. It should be noted that the number of complaint significantly reduced in Housing Services. (See Appendix 2 for further information)

4. **Overall 80% of all complaints were responded to within the required timescales, which represents a small decrease in performance compared to the 82% in 2014-15.** In 2013-14 performance was 98% (though this also reflected fewer numbers of complaints received). It should be noted that the 2016/17 Corporate Plan sets the Council a new target of responding to at least 85% of complaints within the required timescales, to move performance back towards higher historical levels.

5. The Corporate Complaints Team works in line with a standardised approach to complaint handling with a focus on consistency, improving the way that complaints are managed and responded to across the Council, and ensuring a system of learning from complaints within services. The small corporate team (3 FTE complaint managers, with 1.3FTE administrative and business support) works closely with the responsible managers in service areas to respond to complaints effectively and efficiently, in line with the standards and procedures that are set out. Complaints are quality assured and all are reviewed for learning and service improvement, with management information provided on a regular basis (depending on the needs and requirements of the service) to Directorate and other management teams.

6. A key priority is for the Complaints Team to work for the customer, to make sure that they are provided a good level of service and most appropriate response to their complaint. The team has maintained a focus in 2015/16 on improving the way complaints are dealt with and, whilst the overall response performance has decreased slightly, there have been a number of positive developments over the last 12 months, including: **fewer Ombudsman complaints, fewer "informal" complaints, reduced investigation costs** (for more complex issues in Children's and Young People Services), and **fewer complaints upheld** overall.

7. It is the continuing aim of the Council to maintain a high level of performance and improve the quality of service offered to customers; and that complaints are responded to on time and the responses are of the best quality possible with full consideration given to learning and improvement. In addition, there is a continuing focus on improving the experience of customers, ensuring that it is easy to register complaints and allowing the public every opportunity to have their views considered and responded to through an open and transparent process.

8. When benchmarked externally in previous years, in terms of Adult Social Care and Housing complaint performance (where national and regional benchmarking networks and information is made available) Rotherham MBC performance, in terms of overall numbers of complaints received and those escalating to further stages has been in the top quartile. In terms of Children and Young People's Services, the Council has been an outlier in relation to the high number of complaints received in comparison to its population when compared with other Local Authorities in the Yorkshire and Humber region. Further benchmarking information for 2015/16 is expected to become available from the autumn of 2016 and further analysis and comparisons can be made at that stage. It is, however, worth noting that the Local Government Ombudsman annual report, published on 28 July 2016, notes an increasing number of complaints being referred to it concerning children and young people's services, so Rotherham's recent experience may appear to be matching a national trend.

9. The decrease in overall response time performance, to 80%, is due to reduced performance in particular in the area of Children and Young People's services, whose Directorate performance figure has decreased to **50%** across 2014/15 as a whole, down from 55% in 2014-15. When excluding Children and Young People's services from the figures, the overall performance figure for Council complaints responded to in time is **92%**.

10. However, it is important to recognise that a number of steps have been put in place during 2015/16 to improve complaint response performance within Children and Young People's Services. This includes a new performance framework and weekly monitoring of management information on complaints within the Directorate. These steps have seen significant improvements in performance, with **90%** of complaints responded to in time in the last quarter of 2015-16 (January to March).

11. The corporate Complaints Team will continue to work with services and managers across all Council Directorates to analyse the reasons for response times not being met, in order to better understand the causes of delays and determine ways to improve performance in 2016-

12. Alongside this there will remain a critical focus on learning from complaints, so that service responses and understanding of issues can continue to be improved, supported by the regular reporting into management teams. There will also be an ongoing focus on ensuring that elected members at the Council are supported to have a thorough understanding of the complaints procedures and processes, expanding on the initial, induction support on provided for newly elected members (linked to their casework responsibilities at ward level).

13. This will build on the headline improvements achieved during 2015/16, which can be summarised as follows:

- Enhancing the focus on learning from complaints to identify service improvements (in particular through re-established regular performance reporting to Directorate and other senior management teams)
- Fewer Ombudsman complaints received
- Fewer complaints escalating through the complaint procedure

- Fewer “informal” complaints received
- Further expansion of monitoring and managing Councillor surgery enquiries via e-Casework system
- Significant reduction in the number of Housing Complaints received (See appendix 2 for further information )
- Reduced investigation costs in Children and Young Peoples Services
- Maintaining a response performance that benchmarks well with other authorities, despite an overall decrease in response time performance
- Providing guidance and training to investigating managers including 3 sessions for Children’s Social Care involving around 40 managers.
- Providing a focus on overall complaints performance in the finalised 2016/17 Corporate Plan

### Summary of Rotherham MBC Complaints performance, 1 April 2015 to 31 March 2016

↑	Slightly more formal complaints (at all levels) received, at <b>695</b> (693 received in 2014-15)
↓	Fewer complaints were responded to within timescales, at <b>80%</b> (82% in 2014-15)
↑	More complaints for Adult Services received, at <b>76</b> (73 received in 2014-15)
↓	Fewer complaints for Housing and Neighbourhood Services, at <b>268</b> (328 received in 2014-15)
↓	Fewer complaints for “Resources and Corporate” services (i.e. those covered by the previous “Resources & Transformation” Directorate, which now broadly form the Finance & Customer Services and Assistant Chief Executive Directorates), at <b>39</b> (43 in 2014-15)
↑	More complaints for Children and Young Peoples Services received, at <b>204</b> (159 received 2014-15)
↑	Slightly more complaints for Regeneration and Environment Services (previously known as Environment and Development Services, or “EDS”) at <b>108</b> (103 in 2014-15)
↑	More “Councillor Surgery” cases were processed by the e-casework system, administered by the Complaints Team during 2015/16, at <b>942</b> (859 were received in 2014-15; and 714 received in 2014-15)
↓	Fewer complaints (at all stages) were upheld, at <b>152 (21%)</b> (220, or 31%, upheld 2014-15)
↓	Slightly fewer Stage 1 complaints required to be escalated to Stage 2, at <b>7%</b> , or <b>45</b> . (7%, 47 escalated in 2014-15)
↑	More complaints about quality of service were received, at <b>385</b> (308 received 2014-15)
↓	Fewer complaints about actions of staff were received, at <b>135</b> (145 received 2014-15)
↓	The Ombudsman investigated very slightly fewer complaints, at <b>30</b> ; though upheld more, at <b>8</b> , or <b>26%</b> ( <b>33</b> investigated and <b>5</b> (15%) upheld in 2014-15)
↑	More financial remediation to complainants was made; totalling <b>£12,376.85</b> ( <b>£2,454.41</b> in 2014-15) with the majority relating to reimbursed over-payments/incorrect charges
↓	A decrease in external complaint investigation costs in CYPS, at <b>£12,350</b> (£20,956 in 2014-15), reflecting fewer cases needing to be escalated
↑	Very slightly more compliments recorded by the Complaints Team, at <b>604</b> (603 recorded in 2014-15)
↓	Fewer “informal” complaints* received, at <b>594</b> (732 received 2014-15 and 811 received 2013-14)

*\* Please note, "informal" complaints are defined as contacts by customers who are expressing dissatisfaction but the Council has been previously unaware of the concern and has not had an opportunity to put things right. These complaints have been dealt with and resolved to the customer's satisfaction at their first point of contact and as a result the customer has not wanted to enter formal complaint proceedings. This is done with the agreement of the customer and it means that a large number of enquiries are dealt with much quicker and at less cost to the Council (an example would be a report of an outstanding repair to a Council property).*

## Complaint trends

14. The Council continues to look for ways to improve the way it responds to customer and public complaints, through a collaborative approach between the small corporate Complaints Team and service managers in terms of how complaints are managed and monitored (for performance and learning points). The key focus of the corporate team has been to ensure compliance with the Council's procedures when dealing with complaints (rather than other, "non-complaint" enquiries), working in the interests of the complainant; and to prioritise all opportunities for learning from complaints, within services.

15. A key performance headline for 2015/16, as was the case in the previous year, has been the further increase in the number of complaints received with regard to Children and Young People's services – namely 45 more (at 204) than 2014/15. Looking back to 2013/14

16. Overall, however, numbers of complaints have remained relatively static at 695 (693 in 2014/15) due to a significant reduction in Housing Services complaints. Within Housing Services a number of performance improvements have been taken forward, including with regard to repairs and estate management, which have helped reduce the numbers of complaints received. The corporate Complaints Team has assisted these services areas to learning the lessons from complaints to help prevent common problems re-occurring.

17. All formal complaints are considered for learning and improvement and are subject to quality assurance by the Complaints Team. This has again meant that the number of complaints escalating through the complaint procedure (i.e. where complainants are not happy with their initial response) has remained at a relatively low level and the number of complaints being investigation by the Ombudsman services being reduced, albeit very slightly, to 32 (from 33).

18. A further positive trend over the last year is a significant increase in Councillor Surgery enquiries processed through the Council's e-casework system – an almost 10% increase (i.e. 942 - 83 more cases from those in 2014/15). This continues a year-on-year trend of increasing usage of the e-casework system, which helps ensure a track-able record of ward casework, whereby Councillors only close down cases on the basis they are satisfied with the response from the service.

19. Another positive trend in the year is the reduction in "informal complaints" (see also note on page 3 for a definition of what this term relates to). This is due to an effort by the corporate Complaints Team to make sure that only a very small number of enquiries received by the team are dealt with outside the formal complaint procedure – namely only those enquiries that can either be responded to immediately, with the agreement of the customer; or are specifically excluded under the exceptions set out within the relevant complaint procedure, will be considered via this route. Unless it is entirely clear that the complainant's issue can be resolved without going through the formal procedures, the focus is on ensuring the issue raised is treated robustly and transparently through the publicised process, as a formal complaint. This has the effect of potentially adding to the numbers of formal complaints – but positively so, in the interests of the complainant. Alternatively, it may also indicate that fewer issues are being drawn to the attention of the Complaints Team due to services dealing more effectively with "service request" enquiries, prior to them escalating to a complaint.

20. As noted previously (paragraph 9), the low levels of 'response time' performance in Children and Young People's Services in 2015-16 has had a negative impact on overall complaints turn-around performance, with this reducing from 82% to 80%. Performance excluding Children and Young Peoples services is 92%. However, it should also be noted that, while performance reduced overall during 2015/16 in Children's and Young People's Services, a number of steps have been taken to tackle performance issues and improve the flow of management information to highlight delays and potential problems. This has seen performance improve significantly during the year and into 2016-17. This new performance management framework, since taking effect, has seen performance of 90% of CYPs complaints being responded to in time in the last quarter 2015-16.

21. The number of complaints escalating through the relevant procedures (i.e. where the complainant was unhappy with their response and wished to take matters further) was maintained at 7%, with the number of complaints upheld after investigation reduced from 21% to 31%. This demonstrates positive performance, dealing with the vast majority of initial complaints to the satisfaction of the complainant.

22. Similarly, slightly fewer complaints were investigated this year by the Ombudsman – 30, compared to 33 last year (almost a 10% reduction). This also demonstrates a positive outcome, with fewer issues needing to be escalated by the complainant to this stage of investigation. However, on a more negative point, the number of complaints referred to the Ombudsman that were upheld did increase, from 5 (15%) in 2014/15 to 8 (27%). This appears to follow a national trend highlighted by the Local Government Ombudsman in its 2015/16 annual report, which upheld more complaints nationally in the last year - up to 51% from 46%. Nevertheless, despite this increase, Rotherham MBC performance is still lower than this national average.

23. The amount of financial settlement/remediation has increased since 2014-15 in part due to a decision to record more accurately all monies paid as a result of the customer making a complaint for all Service areas and for this to be reported. The amount reported includes refunds of charges or fees incorrectly incurred, or overpayments made, which make up to the majority of the figure (£9,076.85); as well as some *ex-gratia* payments for distress and inconvenience caused (£3,300). This figure includes those awards agreed by the Council through the complaint procedure and those suggested by the Ombudsman. This information, by Directorate, is set out in more detail in each of the enclosed appendices.

24. In terms of the overall number of complaints received, apart from those relating to Housing and Children and Young People's Services (as noted above), other Directorates received numbers in broadly similar quantities and on the same subject areas as previous years. Complaints are received in those areas that deal with the largest number of customers and are the most publically visible. In Environment and Development Services (now "Regeneration and Environment Services") the largest number of complaints was received by "Network Management" (which deals with roads, drainage, street lighting etc.); and in Adult Services this was "Assessment and Care Management". For "Resources and Corporate" services most complaints received related to the "Revenues and Benefits Service".

25. **Appendices 1 to 5** provide further detail and analysis of the complaints received by Directorate area.



## Improvements & learning from complaints

26. Complaints are an opportunity for the Council not only to put things right for its customers and members of the public, but to learn lessons and improve the service it can offer. These learning and improvement points are the subject of regular reporting to Directorate management teams throughout the year, with some examples of the service changes that have been made as a result of complaint investigations asset out as follows (further details and additional learning points are also set out in the 'learning from complaints' sections in Appendices 1 to 5):

- A customer who was the main carer for their partner was unhappy with the response by the Council for extra support when she was going into hospital. She also felt that delays in her response made a crisis situation worse. In response the Council recognised the need for better action in these circumstances, and that any delays can have a severe impact on the care provided. This was discussed by all Social Work Teams in Adult Services and it was recognised that certain situations, such as this, required more urgent action. Protocols were updated as a result to allow Social Workers to respond more urgently when required.
- A customer's cheque payment was allocated to their rent account rather than split between Rent and Council Tax, despite an existing agreement. In response, the Council offered an apology and resolved the problem. It was found that the notes relating to the agreement had been lost due to IT system upgrades. Following remedial action, the notes were re-added; and, in addition, an IT update of the Finance systems will now include document management system that provide for customer notes and requests to be effectively transferred.
- A customer complained about the way in which a referral from their former spouse, making allegations about abuse towards their child, was dealt with; and, specifically, the Council's decision to carry out an assessment. In response to this complaint and in line with wider work to improve the way in which referrals are received and processed by the Council, steps were taken to ensure that all staff were aware of the correct route for making referrals concerning the welfare of a child; and that all referrals received by Children's Services are screened within 24 hours of receipt. The Council has also implemented robust performance management processes which ensure that assessments are completed within the required timescales and are continually monitored and subject to scrutiny to ensure compliance. Through the management of performance, the Council has ensured that members of staff are aware of the requirement to screen referrals and complete assessments within required timescales.
- A customer received incorrect tickets for a performance at the Civic Theatre. In response the complaint was discussed and considered by all the staff concerned. Ticketing procedures were updated as a result to prevent a similar event happening again.
- A number of complaints were received about the late payment of credits customers had on their District Heating accounts. In response the service created a list of all those meters where there have been difficulties obtaining an automatic electronic reading and a need to manually read the meters. It also ensured that the number of outstanding readings is performance managed through staff 1-2-1's.

## Adult Services

27. The total number of complaints received for Adult Social Services in 2015/16 was 76 (compared to the total in 2014-15 of 73); and 91% of all complaints were responded to within the statutory timescales (compared to 100% in 2014-15). The number of complaints upheld decreased to 24% (18) from 28% (21) in 2014-15.

28. The majority of complaints were directed to the "Independence & Support Planning" service, which received 36 out of the 76; and the majority being dealt with by Locality Teams (16). "Maximising Independence" services received the second highest number of complaints, with 9 of the 76, with the majority regarding Rothercare, and the Direct Payments Team. The "Community Occupation Therapy" service received the third highest number of complaints, with 8.

29. In terms of the types of complaints received the highest number of complaints were regarding the "quality of service" provided - 34 of the 76 received. Customers complained when their expectations of service were not met or where they had experienced continuing problems on separate or numerous occasions. 17 complaints were received relating to the "cost of service", which were regarding either the cost of care being delivered or financial procedures. Customers also complained if they felt they were not given enough information about the cost of care; or if there were delays in processing financial assessments; or about disagreements over contributions towards care costs.

*See Appendix 1 for further details of Adult Services complaints*

## Housing and Neighbourhood Services

30. The number of formal complaints has decreased by 18% in the year, from 328 to **268**. The number of complaints fully upheld (66) and partially upheld (34) also reduced. At the same, time cases progressing to Stage 2 (5%) remains low. The figures suggest a continued improvement in case handling. This view is supported by the fact the Local Government Ombudsman (LGO) or Housing Ombudsman Service (HOS) did not uphold any of the four complaints referred to it, meaning it has now not upheld any complaint about the service for four successive years.

31. There have been significant reductions in complaints in a number of service areas including, Contract & Service Development, the Repairs contractors and Housing & Communities. In all three services there is evidence of taking steps to apply the learning gained from complaints. The Contract and Service Development service has also seen significant reductions in the number of enquiries received from customers via MP's and Councillors, suggesting it has been particularly effective in applying customer insight to remodel its services.

32. The reduction in complaints has also been matched by an improvement the performance on answering complaints in time which has increased from 90% in the previous year to 94% 2015/6.

*See Appendix 2 for further details of Housing and Neighbourhood Services complaints*

## Children & Young People's Services

33. In total 204 formal complaints were received, whereas 159 were received in 2014-15. The increase in the number of complaints has continued the upward trend in 2014/15, which followed the publication of the Jay report and the subsequent report from the Corporate Governance Inspection. The ongoing impact on public perception of services as well as proactive efforts to make it easier and more transparent to make complaints appear to have contributed to the further increase in the number of complaints and enquiries received in 2015-16.

34. The short-term impact of the restructuring and redesigning of services within CYPS was assessed to have had an impact in 2014/15 on complaints performance, in terms of meeting required timescales for responses. Whilst performance in responding to complaints at Stage 1 within statutory timescales has decreased further in 2015/6, from 55% to 50%, the introduction of new performance management arrangements has meant that performance during the year has improved; to the point where 90% of complaints were responded to in time between January and March 2016. This trend is continuing into 2016-17.

35. In terms of the types of complaints received, the Service continues to receive complaints about the conduct of staff and communication with customers. In addition, complaints continue to be received regarding the content, accuracy and timeliness of assessments and reports completed with families.

36. Concerns raised by young people include issues raised about decisions regarding changes to placements, other young people who they live with in care homes; support which they receive from their social worker; and actions of staff.

***See Appendix 3 for further details of CYPS complaints***

## Environment and Development Services

37. The number of complaints received was **108**, a slight increase over the last year from **103**. **280** informal complaints have also been received, compared to **327** in 2014-15. Overall **86%** of all complaints were responded to within timescales compared with **90%** in 2014/2015, a slight decrease.

38. The highest number of complaints received related to Streetpride Services (**62**) and Planning, Regeneration, Customer and Cultural Services (**31**); and were specifically around services delivered by Waste Management, Network Management, Customer and Cultural Services and the Planning Service. The nature of complaints focused on the quality of service received and attitudes of members of staff. Complaints were also received relating to delays in services being provided.

39. The highest number of complaints received in Streetpride Services were regarding services delivered by Waste Management and related to missed bin collections, delay in receiving replacement bins, and conduct of refuse collectors. Complaints were also received regarding Network Management services, specifically about the conduct and service provided by Parking Services; conduct of Civil Enforcement Officers, parking enforcement, and lack of consistency when issuing Penalty Charge Notices. Leisure and Community Services received complaints relating to tree cutting and the attitude of staff members in parks.

40. Complaints were received by Customer and Cultural Services relating to the quality of service and advice offered to customers, delays in receiving service or attitude of staff. Specific complaints were received regarding, advice provided by the contact centre, service provided by Registrars, condition of seating at the Civic Theatre, time taken to be seen at Riverside reception and incorrect advice relating to the process for renewing a travel pass.

41. Complaints were received by the Planning Service relating to information provided, a lack of response to enquiries and a concern that correct procedures had not been followed. Specific complaints included concerns regarding a lack of consultation relating to a planning applications, lack of consideration of objections to a planning application, delay in action being taken relating to a breach of planning permission, concerns relating to a Tree Preservation Order, a claim that planning permission has been incorrectly given and the Council's responses to reports of a neighbour running a business.

***See Appendix 4 for further details of Environment and Development Services complaints***

## **Resources and Corporate Services**

42. "Resources and Corporate Services" relates to service areas of the Council that now fall within the "Finance and Customer Services" and "Assistant Chief Executive" Directorates, but for the majority of 2015/16 were part of a "Resources and Transformation" Directorate. The total number of complaints received for these services was 39, which represents a decrease over the last year from 43. In addition, 65 "informal" complaints from customers were received – an increase on the 49 last year. Overall 95% of formal complaints were responded to within the statutory timescales, a very slight reduction from the 96% in 2014-15. Two Ombudsman complaints were upheld out of three decisions; there were none upheld out of three in 2014-15.

43. The majority of complaints were with regard to "Account Management and Benefits Assessment", with 21 of the 39. The complaints were regarding the maintenance of claims and the administration of payments. Complaints were also received regarding how people had been dealt with by staff and the advice that they had been provided with.

44. The second highest number of complaints received was in relation to "Local Taxation" with 14 complaints received. These were with regard to payment issues, relating to debt, overpayment or the amounts charged. Customers raised issues relating to information they had been provided, or information requests, or agreements being ignored. Complaints were also made regarding the accuracy of information held and the time taken to resolve issues of concern, along with the attitude of staff when dealing with accounts.

***See Appendix 5 for further details of Resources and Corporate Services complaints***

## **New Developments in 2015-16**

45. The Council has continued to make improvements in complaint handling, and to work to make sure that customers receive the best response possible; continuing to look for ways to improve the service to customers, through consultation with managers, staff training, learning from complaints and customer feedback.

46. 2015/16 has seen the Council continued to deliver on previous year-on-year improvements, including through the following:

- Further embedding a system of learning from complaints to identify service improvements, in particular through a re-instated process of Directorate and other senior management team performance reports, provided on a regular basis based on the needs of the Directorate
- All responses being quality assured – with an increasing focus on meeting the standards required and expected by Commissioners, Elected Members, the Chief Executive and Senior Officers
- Work with complainants and services to ensure that initial responses avoid the escalation of issues and provide a satisfactory conclusion of the issue at the first attempt – this has led to fewer complaints progressing through the Council’s complaint procedures (Stage 2 and Stage 3) and fewer referrals to the Ombudsman
- A reduced number of “informal” complaints received while continuing to improve the process for filtering out “non-complaint” service requests received by the Complaints Team at point of contact so that they are dealt with promptly and more effectively for the customer.
- Assisting with and facilitating more Councillor Surgery enquiries through the e-casework system, allowing for issues to be accurately recorded and tracked, as well as feeding in to the system provider’s process to upgrade the system for 2016/17.
- Maintaining good performance for dealing with complaints within timescales – with the exception of Children and Young People’s Services, but where the development of a new complaints performance management (and learning) framework is now seeing an improvement in performance, on a par with other Directorates.
- Reviewed and improved access to complaints for Children and Young People, in response to an action plan set out by the Young Inspectors and wider work on responding to the voice of the child, led by Children and Young People’s Services.
- Training and support provided to Elected Members regarding e-casework and complaints as part of the induction process for new councillors.
- Continued to work with managers to make sure complaints are acknowledged, responded to quickly and resolved as early as possible - always apologising whenever appropriate.
- Ensuring a headline focus on overall complaints performance as part of the new Corporate Plan for 2016/17, which will ensure complaints feature as part of the reporting framework to Cabinet, Commissioners and the Strategic Leadership Team.

## 2016-17 Outline improvement actions

47. Given the need to ensure a constant focus on improving the way that the Council manages complaints and learns from them, the following outline improvement actions are noted, on which the corporate Complaints Team and services will need to work with Elected Members and Commissioners to refine during 2016/17:

- Continuing to improve learning and service improvement opportunities from customer feedback, reviewing current Directorate and management team reporting in the light of new management appointments and the wider feedback received.
- New, regular monitoring of headline complaints performance for the Council as a while through the new 2016/17 Corporate Plan reporting arrangements, and supporting Strategic Leadership Team focus on reviewing organisational performance data on a more robust and regular basis.

- Ensuring that all customer responses (from all Directorates) continue to be quality assured, with an enhanced focus on enforcing high quality standards in line with senior management, member and commissioner expectations; to further reduce the number of complaints escalating through the complaint procedure.
- To specifically seek to ensure that the behaviours and values of the organisation, as set out in the 2016/17 Corporate Plan, are demonstrated in services' responses to complaints – including by treating customers with respect and sensitivity.
- Providing specific training and feedback to staff (including investigating officers) and elected members to further improve the quality of investigations and responses.
- To also use this engagement with services and members to review the current Council complaint procedures and over-arching Policy during 2016/17 (within legislative requirements) to ensure that they are fit for purpose and up to date.
- Develop an online complaints handling e-learning package for all staff and managers.
- To facilitate an effective hand-over the management and future reporting of the e-casework system to Democratic Services - allow the whole process to be maintained by Member support services.
- Working to further improve complaint experience of customers raising complaints with private providers and contractors, reflecting an increased focus on commissioned services across the Council.
- Supporting an improved and more consistent framework for the way that “VIP” (MP, Chief Executive and Commissioner) enquires is responded to across the Council.
- Maintaining the new performance management process in CYPs, to maintain high performance; and determining how similar approaches might support other Directorates, where relevant.
- Engaging in relevant regional benchmarking, networking and learning activity, including specifically with regard to commercial opportunities (e.g. where the Complaints Team currently provides free-of-charge services to schools).
- Working to further ensure that, where issues referred to the Complaints Team can be effectively responded to as “service requests”, these are dealt with rapidly and to the customer’s satisfaction outside the formal complaints processes – while also ensuring that complainants are given the full opportunity to have their issues fully and transparently investigated.
- To further explore the opportunities of new, automated complaints systems linked to wider ICT/system investments (e.g. *Respond*).

## Adult Social Services

### Directorate Performance in 2015-16

Over the last 12 months the total number of complaints received for Adult Social Services was **76** (Total received in 2014-15 - **73**)

**Overall 92% of all complaints were responded to within the statutory timescales. (100% in 2014-15)**

#### Headline Results 2015-16

↑	Number of complaints, <b>76</b> , increase from <b>73</b> received 2014-15.
↓	The number of complaints (at all stages) upheld, <b>18</b> (24%), decrease from <b>21</b> (28%) upheld in 2014-15.
↓	The number of complaints escalating, ( <b>10%</b> ), <b>7</b> Stage 1 complaints escalating to Stage 2, from <b>68</b> Stage 1 complaints. Decrease from <b>12%</b> in 2014-15. ( <b>8</b> Stage 2 complaints and <b>63</b> Stage 1 complaints)
↑	Complaints about quality of service, <b>34</b> , increase from <b>22</b> received in 2014-15.
↓	Complaints about actions of staff <b>9</b> decrease from <b>16</b> in 2014-15.
↓	<b>2</b> Upheld Ombudsman complaints from <b>6</b> decisions. <b>3</b> Upheld from <b>7</b> decisions in 2014-15.
↑	Total financial remediation awarded was <b>£2274.57</b> , <b>£0</b> in 2014-15.
↔	External complaint investigation costs, <b>£0</b>
↓	Number of Councillor Surgery's received was <b>27</b> , decrease from <b>28</b> in 2014-15.
↓	Number of Compliments received was <b>59</b> , decrease from <b>104</b> in 2014-15.
↓	Number of informal complaints received, <b>35</b> decrease from <b>43</b> received in 2014-15.

Adult Social Services has maintained the improvements in the following areas:

- Reduced the number of upheld complaints.
- Maintained excellent performance.
- Reduced the number of complaints escalating through the complaint procedure.
- Reduced number of Ombudsman complaints.
- Reduced the number of informal complaints.
- No external investigation cost.
- Learning from complaints – all complaints interrogated for learning.
- Improved reporting process. Complaints reported to DMT bi-monthly.

#### Top complaint issues

Complaints in Adult Social Services continue reflect the wide range of services offered by the Directorate. Common themes were regarding communication, information, attitude of staff and cost of service.

As is usual in Adult Social Services there were complaints received regarding the outcome of assessments. In these cases the complaint procedure functions as an appeals process for customers unhappy with decisions made and their care outcomes. These include disagreements about what type and how much care is appropriate, reductions in care or

decisions to decline additional care resources. Complaints were also received regarding delays in the assessments, attitude of staff and refusal to pay charges due to concerns about the quality of the care provided.

In addition, restructuring in the Directorate in part explains the small increase in complaints that has continued into year 16-17. Some of the complaints received regarding a delay in providing service or around communication were due to the structural and staffing changes undertaken.

Another continuing trend is that the majority of complaints were received by and dealt with by Adult Care management (Independence & Support Planning under the new current structure). They received **36** out of **76** complaints, with the majority being dealt with the Unplanned Review Team, **16** complaints (Locality Teams in the new structure). This is in part explained by the nature of the work the team provides. They are dealing with service users and their families in urgent and emergency situations, which can lead to disagreements over care outcomes and the cost of care. The remaining complaints were split evenly between the Hospital Social Work, Assessment and Planned Review Teams.

The Contact and Enabling Service (Maximising Independence in the new structure) received the second highest number of complaints, **9** complaints, with the majority of complaints regarding Rothercare, and Direct Payments Team. Rothercare complaints were regarding the attitude of staff, the quality of service provided on a call out and by a maintenance contractor. The Direct Payments Team received complaints regarding the delays relating to payments, the quality of service provided and the attitude of a member of staff.

The Community Occupation Therapy service received the third highest number of complaints, **8** complaints received. They were regarding the outcome of assessment, i.e. if an adaptation was not recommended and delays in the assessment process, either waiting for an assessment or waiting for an outcome.

The Learning Disabilities Team (LD services now provided by Independence & Support Planning under the new structure) received the fourth highest number of complaints, **6** complaints received. Complaints were regarding, time taken to arrange care, attitude of social workers and the payment of fees.

In terms of the types of complaints received the highest number of complaints were regarding the Quality of Service provided, **34** complaints received. Customers complained when their expectations of service were not met or they had experienced continuing problems on separate occasions.

**17** complaints were received relating to Cost of Service; these were regarding the cost of care and financial procedures. Customers complained if they felt there were not given enough information about the cost of care or if there were delays in processing financial assessments or disagreements over contributions.

**9** complaints were received relating to the Actions of Staff; these were regarding specific allegations about the conduct of a staff member. Examples include how they had addressed a customer, how they had failed to communicate correctly or how they had been made an incorrect decision.

The amount of financial remediation has increased due to better recording of all payments made to customers as a result of a complaint. The amount includes refund of care charges, £1774.57 and ex-gratia payments, £500.



For all complaints, including those that are not upheld, there is consideration applied for any learning and service improvement. This means that there is either immediate action taken to remedy the complaint or work is completed by the service to improve procedures and processes to the benefit of all customers. These are reported to the Directorate Management Team for further consideration which allows opportunity for learning across all Services within the Directorate.

### **Councillor eCasework enquiries**

**27** Councillor Surgery enquiries were received regarding Adult Social Care Services (**28** in 2014-15).

Councillors in the main raised requests for Occupational Therapy assessments (**12** received), usually relating to access to properties and to bathing adaptations. Other requests were received asking for social care assessments to be completed. (**9** received)

### **Ombudsman decisions**

The Directorate received a total of **6** decisions from investigations completed by the Local Government Ombudsman in 2015-16. Only 2 of the decisions were upheld against the Council, detail as follows;

- The Ombudsman decided that the Council was right to support a customer's decision to return home from a rehabilitation centre. There is no fault in the way the Council conducted its safeguarding investigation when his wife made allegations about their homecare agency. However, the Council delayed in formally assessing his wife's carer's needs and failed to provide her with respite for about four months.

The Council agreed to the Ombudsman's recommendations and apologised in writing and paid £400 in financial remediation.

- The Ombudsman decided that there is no fault in the way the Council decided the customer should contribute to her supported living placement. The Council decided not to make allowances for extra expenses her mother incurs when the customer stays with her. The Council is entitled to decide this and is not at fault. However, the Council failed to formally respond to the customer's complaint and this could have prevented or delayed its debt recovery procedures. As a result the customer experienced distress and increased frustration.

The Council agreed to apologise in writing to the customer and pay £100 to acknowledge the injustice.

### **Compliments**

**59** compliments were received regarding Adult Social Care Services; some examples are as follows;

- Compliment for **Davies Court**. "The stay at Davies Court was a first class experience".
- Compliment for the **Unplanned Review Team** "We cannot thank and praise Janet enough for her professionalism and sensitivity".

- Compliment for the **Hearing Impairment Officer**. "For her prompt and sensitive assessment".
- Compliment for the **Unplanned Review Team**. "Thanks for the tremendous job they have done. They have shown great compassion, a can do attitude and I have been continually appraised of the position and given common sense advice from day one, mother is safer and happier because of your work and devotion".
- Compliment for the **Enabling Service**. "Treated both of us with the utmost respect and kindness. Worked out a suitable programme which is working perfectly. Your ladies are all wonderful"
- Compliment for the Social Worker in the **Learning Disabilities Service**. "Thank you for all your help in the past".
- Compliment for the **Direct Payments Team**. "Thank you for your prompt replay and thanks to the member of staff whose efforts I have no doubt have gone a long way towards sorting out this audit".

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## Learning from complaints

1. Contractors working for Rothercare entered a family member's property without informing the family, despite previous request to do so.

In response to their concerns;

- We will ensure that in future when Rothercare Assistants are undertaking jobs of this nature e.g. replacing batteries and equipment, they are provided with all relevant information and notes relating to the customer. This will ensure that when requested family members are contacted.

2. Concerns, including concerns relating to the cost of care, were raised about a temporary admission to respite care following a short stay in hospital.

In response to their concerns;

- The complaint highlighted the importance of discussing the FAQ sheet and admission letter and making sure that patients, their families and carers will read what has been provided. This was shared across the Directorate to all relevant Social Work Teams to make sure that this key information was provided.

3. Customer as main carer was unhappy with the response for extra support when she was going into hospital. She felt that delays in response made a crisis situation worse.

In response to their concerns;

- We have considered the complaint and have shared the findings across all Social Work Teams in the Directorate. The complaint has highlighted the need to arrange care even when someone is self-funding, if they are in crisis and have no one else to support them.
- In addition, we recognise if a family is in crisis they may need information urgently, staff have been advised to consider the best way of getting information to a family member.

4. Delay in arranging a Key Safe; incorrect advice provided about the process of installation and information about family members was not passed onto our contractor.

In response to their concerns;

- Staff given guidance on Key Safe procedures and importance of making sure that critical information is passed on in a timely manner.

5. The customer felt that the Social Worker was not listening to them.

In response to their concerns;

- We have considered the complaint and shared the findings across the Directorate. In future we will ensure that information we provide is clear and relevant and available. Concerns raised are responded to more empathically and sensitively. We have ensured staff fully explain the process of discharge and ensure that Social Workers discuss general financial issues as soon as it becomes appropriate.

## New Developments during 2015-16

- The number of complaints upheld has reduced and the number of complaints escalating through the complaint procedure has also reduced. These measures indicate good complaint handling and improvements in the way in which the Directorate responds to formal complaints.
- Improved complaint reporting to Directorate Management Team meetings. Complaints are reported on a regular basis in line with corporate reporting structure.
- Learning from complaint procedures strengthened, all complaints considered for learning and service improvement. All upheld complaints have learning issues recorded.
- The Complaint Team continues to work closely with the Directorate, taking into account restructure and personnel changes. This included changes resulting from the implantation of the Care Act.

## 2016-17 Improvement Actions

- Analysis of complaints by service and type will continue to inform learning and service improvements.
- Continue to reduce the numbers of complaints received and to reduce the number of complaints escalating through the complaint procedure.
- Will consider appropriate complaints handling and investigation training for all staff and managers.
- Ongoing work to improve complaint experience of customers raising complaints with private providers.
- We will work with regional partners to improve our responses to complaints and participate in peer to peer review and benchmarking activity.

## Public Health

Only 2 formal enquiries were received via the Corporate Complaint Team. It may be that the Service is receiving and responding to enquires directly or outside formal processes.

**No** complaints were received.

**1** response to an MP was recorded. (**None** recorded in 2014-15)

- Sarah Champion MP raised a concern about changes in the provision and commissioning of sexual health services. In particular HIV testing, treatment and prevention of HIV.

Information about current commissioned services and the current provision of HIV services was provided.

**1** response to a Councillor eCasework enquiry (**none** received in 2014-15)

- Customer raised concerns about frequency of drug litter finds in their local area and the Council's current needle exchange programme.

Customer was provided advice about the exchange programme and her local pharmacy was contacted on her behalf regarding her concerns.

## Housing & Neighbourhood Services

### Directorate Performance in 2015-16

Housing and Neighbourhood Services' complaints are dealt with under the Council's Corporate Complaint Procedure and Housing Complaint regulations, Localism Act 2011.

**Over the last 12 months the total number of complaints received for Housing and Neighbourhood Services was 268** (Total received in 2014/5- 328)

**Overall 94% of all complaints were responded to within the corporate timescales**

There was an **18%** decrease in the number of complaints, the number of upheld and partially upheld cases also reduced. The quality of complaint investigation remains high with only 5% of complaints progressing to stage 2. No complaints were upheld by either the Local Government Ombudsman or Housing Ombudsman Service.

#### Headline Results 2015-16

↓	Number of complaints (at all levels) was <b>268</b> representing a <b>18%</b> decrease on the <b>328</b> received in 2014/5
↓	<b>255</b> New (stage 1) complaints were received representing a <b>17%</b> decrease on the <b>306</b> received in 2014/5.
↓	The total number of complaints fully upheld at all levels was <b>66</b> a reduction on the 91 fully upheld in 2014/5. The combined total of upheld and partially upheld complaints was <b>100</b> compared to 137 in 2014/5.
↓	<b>13</b> complaints escalated from stage 1 to stage 2 compared to 20 in 2014/5. One was withdrawn.
↔	Complaints about lack of service remain almost the same at <b>27</b> compared to 26 in 2014/15.
↓	Complaints about delays in service decreased by 39% to <b>44</b> from 72 in 2014/5.
↔	Complaints about the actions of staff remain almost the same at <b>53</b> compared to 54 in 2014/5.
↓	Complaints about the quality of service reduced by 8% from 126 in 2014/15 to <b>116</b> .
↓	There was just <b>1</b> complaint about the lack of information compared to 5 in 2014/5.
↓	There were <b>14</b> complaints about the cost of the service compared to 23 in 2014/5.
↑	<b>£2,281.48</b> in financial remediation awards made, compared to <b>£924.41</b> in 2014/15
↔	There were <b>167</b> Informal complaints, exactly the same number as last year.
↔	<b>4</b> LGO/Housing Ombudsman judgements were received; No decisions were upheld against the Council.
↑	The number of Service Requests received was <b>171</b> compared to 137 in 2014/5.

↑	The number of Councillor Surgeries received through the e-casework system was <b>466</b> , an <b>8%</b> increase from 433 received in 2014/15.
↑	The number of MP enquiries received was <b>180</b> , a 24% reduction from 238 received in 2014/15
↑	The number of Compliments received was <b>97</b> , a 43% decrease from <b>170</b> in 2014/15.

### Stage 1 complaints

The number of stage 1 complaints reduced by 17% in 2015/6. The greatest reductions in the number of formal complaints has been Contract and Service Development (34%), Housing & Communities (19%) and the two repair & maintenance contractors (19%). The trends for stage 1 complaints by service area and performance against response time are shown in tables 1 and 2 below.

**Table 1: Stage 1 Complaints by Service Area**

Service Area	2015/6	2014/5	2013/4	% of total complaints
Asset Management	11	N/A	N/A	4.30%
Contract & Service Development (C&SD)	71	107	85	27.73%
Contractors	26	32	57	10.16%
Housing & Communities	64	79	70	25%
Housing Options	31	34	40	12.5%
Housing Income	23	23	16	8.98%
Safer Neighbourhoods	18	16	16	7.03%
Strategic Housing Investment (SHI)	6	8	23	2.34%
CSC/Connect	5	4	9	1.95%
Business Regulation	0	3	3	0
<b>Total</b>	<b>255</b>	<b>306</b>	<b>319</b>	<b>100%</b>

**Table 2: Stage 1 Complaints dealt with in time**

Service Area	Out of time	in time	% in time
Asset Management	1	10	91%
C&SD	0	71	100%
Contractors	1	25	96%
Housing & Communities	4	60	94%
Housing Options	1	30	97%
Housing Income	1	22	95%
Safer Neighbourhoods	5	13	72%
SHI	1	5	83%
CSC/Connect	0	5	100%
<b>Total</b>	<b>14</b>	<b>241</b>	<b>94.5%</b>

### Summary of complaints by service Area

#### Contract and Service Development

Complaints about Contract and Development Service form the largest number of complaints, this reflects the number of inspections and repairs which is approximately 55,000 a year. It should also be noted issues crossing the boundary between the C&SD service and the repairs contractors are now logged to the C&SD Team; this approach was adopted in 2014/5 to improve the co-ordination of investigation and response to more complex complaints.

The reduction in the number of complaints about the C&SD service has also been mirrored by the reduction in the number of Councillor and MP enquiries about the service, this is highlighted later in this report. The reduced number of complaints can in part be contributed to the fact that some of the programmed works managed by Asset Management would previously appear as Contract and Service Development complaints. Even if every Asset Management complaint were added to the C&SD complaints it would still result in an overall reduction of 23%.

The number of complaints and thousands of interactions that the service has with customers has allowed the service to identify trends over the years and the reduction in complaints. This would appear to be the consequence of remodelling the service in light of customer insight. The service has continued to introduce improvements in 2015/16 such as making all repairs appointable from November 2015, which will have had a positive impacted on the number of complaints in the third and fourth quarters.

The top three issues<sup>1</sup> recorded were damp (14) delayed repair (12) and repair quality (10). The damp issue reflects the increase of condensation related issues which are believed to be closely linked to fuel poverty. Delayed repair complaints are due to the time taken to complete repairs or are caused by poor communication when repairs have been placed on programmes. Repair quality is in part linked to patched repairs when the customer may be expecting the renewal of a path or greater extent of plastering than the Area Technical Officers believes is necessary to complete the repair. Actions are in place within C&SD to reduce complaints in all these areas and regular feedback and lessons learned are shared between the council and its contract partners.

Approximately half of all complaints about the service are upheld or partially upheld. The two main reasons for upheld or partially upheld complaints being associated with damp and delays. The figures for partially and fully upheld complaints for all service areas are shown in table 3 on the following page.

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<sup>1</sup>It should be noted that the prime issue is only recorded, this is to avoid double or triple counting. A customer may complain about more than one issue, for example a customer complaining about the conduct of an officer could also be complaining about his or her diagnosis of damp meaning it would be reported as a complaint about the action of the staff member. This should be taken into account when considering the issue figures.

Table 3: Stage 1 Complaints by service Area and Outcome.

Service Area	Total received	Not upheld	Partially upheld	Upheld	Inconclusive	Withdrawn	% Partially or fully upheld
Asset Management	11	3	2	6	0	0	73%
C&SD	71	31	16	22	1	1	54%
R&M Contractors	26	13	3	9	1	0	46%
CSC/Connect	5	1	0	4	0	0	80%
Housing & Communities	64	45	2	13	2	2	23%
Housing Income	23	12	4	7	0	0	48%
Housing Options	31	25	2	3	0	1	16%
Safer Neighbourhoods	18	14	3	0	0	1	17%
SHI	6	2	2	2	0	0	66%
<b>Total</b>	<b>255</b>	<b>146</b>	<b>34</b>	<b>66</b>	<b>4</b>	<b>5</b>	<b>39%</b>

### Repair Contractor Performance

The number of complaints about the contractors has reduced for the last four years the current figure of 26 is less than half what were received two years ago. This reflects the time invested by CSD ensuring feedback is provided to the partners. The partner's willingness to learn from complaints and use of "tool box talks" to promote service improvements to the work force. It is difficult to develop significant trends when the number of complaints are so low, but the top three identified issues were the quality of the work undertaken (7), perceived delays in works being completed (6) and missed appointments (6). Slightly under half of the complaints about the contractors are partially or slightly upheld, the single biggest contributor being the six missed appointments.

### Asset Management

The Asset Management team who were previously located within EDS received 11 complaints ranging from issues relating to corporate buildings and management of the RTB process. The one clear trend as the number of complaints about external insulation work undertaken on council tenancies (6), mostly from neighbouring owner occupiers complaining about the mess and disturbance created by contractors, all were partly or fully upheld. To address this issue the services has tightened their processes for project co-ordination and communicating with affected neighbours.

### Housing and Communities

The second largest number of complaints by service areas were about the Housing and Communities service, although it should be noted the service also experienced a 19% reduction in complaints during the year, and less than a quarter were partially or fully upheld. The single largest cause of complaints is the perceived poor management of anti-social behaviour cases (20), a further 12 complaints were about the actions of staff. Most of these related to the alleged conduct of officers investigating ASB cases. The complaints were made by both the reporters and alleged perpetrators of the ASB, only a small percentage of this type of complaint were upheld. At the beginning of 2015/6 the service provided all its front line Area Housing Officers with de-escalation training to support officers dealing with conflict, this



may have contributed to the reduction of complaints about the Housing and communities Services.

The next biggest trend of complaints about the service relate to the termination of tenancies. These complaints contributed to almost half of all partially or fully upheld complaints about the Housing and Communities Service.

### **Housing Options**

There has been a decrease in the number of Housing Options complaints for the second successive year with 31 complaints being received in 2015/16. The one clear trend is the number of complainants (11) who think their priority is not in line with the Allocation Policy, only a small percentage of such complaints were upheld. The second highest area of complaints was about adaptations (5) and the Furnished Homes Scheme (4). In total only 16% of all complaints about the Housing Option Service are upheld meaning it is difficult to identify a trend for partially or fully upheld complaints.

### **Housing Income**

The number of complaints about the Housing Income team remains the same at 23, almost half of the complaints were partially or fully upheld. The highest number of complaints were about district heating (9), caused by problems experienced with defective valves and late repayments of credits. The figure was also affected by bringing the district heating tariff for the Fitzwilliam Estate in line with the rest of the district heating systems in the borough, which meant residence experienced a significant increase in their tariff at the start of the year. The next highest number of complaints related to tenants complaining about perceived incorrect rent arrears and (7) and the actions of those pursuing rent arrears (4).

### **Safer Neighbourhoods**

The number of complaints about the Community Protection Unit rose slightly from 16 to 18 although only 17% of the complaints were partially or fully upheld. The level of complaints reduce the significance of any trends, the highest number of complaints being about the perceived poor management of noise complaints (4) and actions of staff pursuing enforcement (4).

### **Strategic Housing Services**

The number of recorded complaints reduced from eight to six, the number is too small to identify a significant trend.

### **Customer services**

Only five complaints were received about Rotherham Connect, although four were upheld for poor advice. The officers were advised accordingly and complaints used as case studies for the operatives.

### **Financial remediation**

The payment of compensation doubled in 2015/6 to £2,281. Three cases accounted for the vast majority of the payment. Firstly a complaint about the Furnished Tenancy Scheme resulted in the customer being reimbursed £1,206.48, the case is highlighted later in the report. A payment of £500 was made for the distress and inconvenience caused by disruptive repairs that should reasonably have been completed before the property was let. A third complainant received a payment of £250 for poor advice about the "bedroom tax" which influence their decision to move home.

### **Stage 2s**

13 stage 1 complaints progressed to stage 2 in 2015/6. One about the condition of an empty property including failure to identify a damp problem and woodworm was upheld. Three were ongoing at the end of the year and will be reported in 2016. Performance on answering complaints in time fell to 77% with 3 complaints being answered out of time.

### **Stage 3s**

As a result of the Localism Act 2011 the complaints procedure for most of the landlord function ends at stage 2 for the complaints procedure, meaning there were no stage 3 hearings for Housing and Neighbourhood Services. One stage three hearing about Revenue and Benefit services issues included an element about noise which was not upheld.

### **Ombudsman decisions**

The Directorate received a total of 4 decisions from investigations completed by the Housing Ombudsman in 2015-16. No decisions were upheld against the Council.

### **Identifying complaint trends and introducing improvements**

The service has treated every complaint as a learning opportunity and has sought to improve the service and customer experience by targeting emerging complaint trends. The following are examples of how the service has been improved.

#### **Damp**

Damp continues to be a significant cause of complaints in 2015/6 despite improvements introduced to combat damp in the previous years. The reason for the trend is attributed to condensation related damp and black mould caused by the rise in fuel poverty.

Area Technical Officers have been given an improved toolkit to identify and advise on condensation related damp. This includes Hydrometers to identify the level of humidity, they are also issued with mould spray to show and advise tenants how to combat condensation related mould. A mould treatment kit is also ready to be utilised by Technical Officers, empowering tenants to deal with and treat mould within their homes, which promotes tenant responsibility and independence.

A procedure has been put in place for 2016/17 which requires officer's to demonstrate the level of humidity, advice on condensation reduction and mould removal. This is recorded in a standard action plan sheet which is signed off by the tenant and is followed up three months later with a repeat visit to assess progress.

To augment this process the service is currently going out to tender to procure a mould/condensation specialist to assess excessive mould and condensation issues and advise on the solution. The specialists, in addition to the existing contract with Rentokil Ltd to address rising and penetrating damp, will inspect properties as advised by the Area Technical Officers.

In addition to the above, a full Rentokil Ltd survey is now triggered by the identification of suspected rising or penetrating damp, not just the areas demonstrating damp. All reasonable remedial works advised by the specialist contractor will be completed.

Full mould/condensation/damp training has taken place for all Technical Officers and a consistent approach in identifying issues established.

### **Complaints about the time taken to complete work**

A significant number of these complaints were about work which had been placed on programmes following day to day repair inspections, with works being issued in batches on 12-16 week programmes. To address this issue the service has strengthened communication with the customer, including letters from the Council and contractor. Crucially issuing work on a monthly basis, meaning notification and completion are both quicker.

### **De-escalation training**

A number of complaints about the quality of the repair service and the perceived actions of the technical officers can be attributed to officers advising customers that in their professional opinion either no repair is required, or more often, the extent of repair required is less than the tenant requests. To address this issue the Contract and Service Development Team have procured the de-escalation training provided to the Area Housing Officers. It is believed that this will allow officers to manage customers' expectations and express their reasoning in a way that minimises conflict and reduces complaints.

### **Termination of tenancies and succession**

A trend in the year was the number of complaints made about the termination of tenancy process, issues involving relatives out of the borough terminating tenancies, terminations following death and succession following death. To address this issue the service has and is taking the following steps:

- The termination process has been rewritten to ensure that it is not only lawful but fair and reasonable.
- The death of a joint tenant letter has been rewritten to make it more sensitive and has been built into Civica.
- The pre termination letter has been amended meaning the Next of Kin or relatives do not need to hold the keys until the property has been inspected.
- Benchmarking has taken place and a new process is being developed with Legal Services which will be built into Civica. The process will take into account where there is a death and no successor, or next of kin, or probate and limited estate. The aim being to avoid notification to the Probate Office in Sheffield where it is reasonable to do so, thus allowing the tenancy to be terminated much sooner.

It is believed that these improvements will stop or greatly reduce the number of complaints relating to the termination process.

### **Termination of tenancies & Former Tenant Arrears**

In the year the Housing Income team received several complaints about former tenant arrears, recovery action from customers who claimed to be unaware of arrears at the end of their tenancy. To address this issue the service has used the opportunity of the introduction of the new Civica system to rewrite the termination process so that the system automatically produces an end of tenancy account. The four week notice period has been trialled and the process is being adjusted to include notification on death which requires two weeks. It is expected that this process will be fully implemented in the second quarter of 2016/17.

### **Learning from individual complaints**

All complaints are analysed for learning opportunities, the following are a sample of how complaints have helped reshape and improve the service.

### Learning from complaints case studies

1. A number of complaints were received about the late payment of credits customers had on their District Heating accounts

In response to the service has:

- Created a list of all those meters where there have been difficulties obtaining an automatic electronic reading and will manually read the meters.
- The number of outstanding readings is an issue performance managed through 1-2-1's.

2. A complaint was received about an incorrectly drawn RTB boundary resulting in the loss of an outhouse for a neighbouring council tenant. The plan was drawn without consultation with the Area Housing Team who had the local knowledge to advise the surveyor.

In response to the complaint the service has:

- Made an apology and agreed to support the affected resident move accommodation more appropriate to their current health needs.
- Reviewed and amended the RTB plan process so that all plans are signed off by the Area Housing Team as correct before they are included in the conveyance documents.

3. A complaint was received about the length of time it took Willmott Dixon to repair a garage door because they did not possess the necessary skill set.

In response to their concerns the Contractor has:

- Made an apology and a specialist contractor added to their approved contractor list to ensure the works are completed promptly in the future.

4. A complaint was made about the disposal of possessions left in a communal area of a block of flats.

In response to the service has:

- Made an apology, reimbursement the complainant and the Management of Communal Areas Guide has been reviewed and re-written. The revised process includes notification to the individual or full block residents where the owner is not known. The level of risk is taken into account meaning where there is a very high level necessitating immediate removal the items are stored and notification given to the owner/residents on how they can be retrieved the items and the associated costs if any.
- A general letter was issued to all residents of flats reiterating health and safety standards and what is required of them.

5. A complaint regarding the length of time it took for officers to offer the financial options to a customer experiencing financial difficulties with their Furnished Homes Package. An apology was given along with a £1,206.48 refund. Following a review conducted by the Furnished Homes Team the following has taken place:

- A Furnished Tenancy Support Officer is now in place within the Housing Income Team the post highlights and flag up arrears cases for furnished tenancies, and offer advice and options regarding their furnished pack.
- The new Tenancy Agreement now includes revised information regarding responsibilities and options as part of being a furnished tenant.
- Revised information regarding the scheme, options, tenant responsibility and the services responsibilities are provided via the “it’s your move” interview and during the sign up.
- During the post sign-up “welcome visit” tenants receive a newly devised “welcome pack” which reaffirms the information given prior and during sign up. The tenant is also visited by a furnished officer to carry out an inventory; this occurs at 100% of new tenancy sign ups.
- Financial safeguarding measures have been reinforced to give assistance to those who find that they can no longer afford the charge. This includes the opportunity to return goods and down size.
- A review of the 1200 furnished tenancies has been completed where the options have been reaffirmed to customers.
- Refresher training has been provided to Housing Advice staff who sign up new tenants to the scheme and the Furnished Homes team were briefed to discuss the lessons learned.
- As part of the digital inclusion strategy, the Rotherham Furniture Solutions web page will be updated to ensure it is clear to tenants what they are paying for and information about the scheme.

6. A complaint was received about a number of programmed repair issues taking place in a tenants kitchen, it was partially upheld because of one issue that could have been resolved sooner if the service had responded to comments made on site to the supervisor.

In response to the complaint the service has:

- Introduced an on-site Residents Log for programmed works, to capture comments and suggests from residents and ensure they are responded to promptly.

7. A complaint about a delay in the RTB process, which was not upheld, has resulted in the introduction of a new letter which is now sent once a property valuation has been accepted. It provides the customer with clearer information about the next stages of the procedure and timescales involved. The S125 Offer Notice has also been amended to make it clear that an Energy Performance Certificate will not be supplied immediately after it has been produced.

**Councillor eCasework enquiries****Table 4 Councillor Surgeries by Service Area**

Service Area	Surgeries *received	% of total enquiries
Housing & Communities	170 – (135)	36.48%
Contract & Service Development Team	121 – (136)	25.97%
Safer Neighbourhoods	68 – (42)	14.59%
Housing Options	65 – (86)	13.94%
Strategic Housing Investment	16 -- (17)	3.43%
Asset Management	17	3.65%
Housing Income	5 – (10)	1.07%
Repairs Connect	3 -- (1)	0.65%
Business Regulation	1-- (5)	0.21%
<b>Total</b>	<b>466 – (433)</b>	<b>100%</b>

\*2014/5 Councillor Enquiry numbers are shown in the brackets

**466** Councillor Enquiries were received via the Council's e-case work surgery system in 2015-16 a rise of 8% on the previous year. Enquiries to Housing Communities (170) were up 26% and Safer Neighbourhoods enquiries (68) up 54%. Against this trend enquiries relating to the C&SD's day to day repair issues (121) went down by 11%, this is consistent with the reduction in the number of complaints and MP enquiries received for the service.

There are distinct trends within the enquiries received, the top three enquiries for those services receiving the bulk of enquiries are listed below:

**Housing & Communities:** ASB management (50), Trees & hedges (37) and Gates and Fencing (12)

**Contract & Service Development:** Requesting / reporting a repair (44), Damp (22) and Footpaths, hardstands and driveways (11).

**Safer Neighbourhoods:** ASB management/noise (15), Fly-tipping/Rubbish (15) and Dogs/dog fouling (8)

**Housing Options:** Rehousing request (16), queries about application of policy/priority (13), Waiting time (9) and Adaptations (9)

**MP Enquiries****Table 5 MP enquiries by Service Area.**

Service Area	MP enquiries *Complaints	% of total complaints
Housing & Communities	56 – (72)	31.11%
Housing Options	55 – (62)	30.56%
Contract & Service Development Team	32 – (56)	17.78%
Safer Neighbourhoods	15 – (27)	8.33%
Strategic Housing Investment	10 – (13)	5.55%
Housing Finance	9 – (4)	5%
Asset Management	3	1.67%
<b>Total</b>	<b>180 – (238)</b>	<b>100%</b>

\*2014/5 MP enquiry numbers are shown in the brackets

180 MP enquiries were received in 2015-16 a reduction of 24% from the 238 reported in 2014-15. Two thirds of all enquiries were received by the services managing tenancy and estate management issues and the allocation policy and allocation of council tenancies. Half of all the enquiries received by Housing & Communities service were about anti-social behaviour (28), the next highest number of enquiries received by the team were in relation to trees, hedges gates and fencing (10). The enquiries made to the Housing Options team are almost all about rehousing constituents, waiting times and querying the allocated priority/homeless status. A significant number of enquiries were also about the Adaptations service (7). The third biggest reason for enquiries was in connection with the repair service, the main reason being the time taken to complete repairs (7).

### **Compliments**

97 compliments were received regarding Housing and Neighbourhood Services compared to 170 in 2015/16, some examples are as follows;

**Compliment for Housing Options** *"The service my family have received has been life-changing and first rate - your staff are amazing"*

**Compliment for, Housing Options** *"Thanks to the Officer, she has given not only hope for the future, but a roof over mine and my daughters head. She has led me every step of the way and I can't thank you enough".*

**Compliment for Housing Options** *"I wanted to say how wonderful it was working with the Officer yesterday. She was very caring and kind towards my client.....She was very helpful and her manner was second to none....."*

**Compliment for Adaptations Team** *"I had my bathroom made into a wet room and it is absolutely beautiful the men worked so hard, I can't thank them enough, they cleaned all the rubbish and dust and wiped everything down."*

**Compliment for Adaptations** *"A big thank you to everyone involved. The workers were lovely and the standard of work is amazing"*

**Compliment for Mears** *"The workmen who came out to do the work did a great job and put plastic covers on their shoes so they wouldn't leave a mess. They were great"*

**Compliment for Wilmott Dixon** – *"The operatives were two of the nicest people and couldn't have been more helpful. I believe they went 'the extra mile' and I can't thank them enough"*

**Compliment for Wilmott Dixon** *"less than 24 hours later Willmott Dixon have repaired it already - your staff are amazing"*

**Compliment for Housing & Communities** *"I thank you for being a fantastic individual who cared enough to keep helping me even when it was difficult. Thank you again"*

**Compliment for Housing & Communities** *"Thank you to everyone concerned with the presentation for the winners of this year's garden competition. The effort put in for this occasion was terrific"*

**Compliment for Housing & Communities** *"Thank you for great service and understanding when you helped our family to move - very impressed and grateful".*

**Compliment received for Housing Income** *"Thank you and your staff for all you have done in this case - very impressed"- Kevin Barron MP.*

**Compliment for Community Protection Unit** *"I would like to thank you for the time, effort and only it would seem with your involvement made things happen, I know it's part of your job, but it's always nice to be thanked".*

**Compliment for Community Protection Unit** *"Can I express my gratitude for the prompt response to my complaint the speed of service has been second to none"*

**Compliment for the ASB Officer,** *"Thank you for all your help. The problem has now stopped and happy to close the report"*

**Compliment for Leaseholder Service, SHI** *"With regards to the information you put together it was most informative and very good. Please keep this up. It's nice to have concise information that is explanatory, clear and detailed"*

**Compliment for Leaseholder Service, SHI** *"The Officer is an excellent member of staff and his customer service is excellent!"*

**Compliment for the Contract and Service Development Team** *"what a very knowledgeable officer you are and how in-depth you are with your work"*

**Compliment for Contract and Service Development Team** *"Thank you for works carried out to my drive – I am delighted and want to thank the Officer involved."*

**Compliment for Contract and Service Development Team** - *"Thank you so much - you provided exemplary customer service, listening to the customer and acting upon it fairly"*

### **New Developments during 2015-16**

- Monthly learning from complaints reporting to the SMT introduced.
- The Complaints Team continue to liaise with the Housing Ombudsman to understand its approach to complaints and trends of complaints received by other social landlords.
- All complaints continue to be subject to learning from complaint procedures. Stage 2 complaints are subject to special consideration by the services responsible in collaboration with the Complaints Team.
- As part of wider economy drive the number of investigating officers in the complaints team was reduced from four to three.

### **Improvement Actions 2016/17**

- The Transfer of the allocation and administration of Councillor enquiries will take place in the year to allow investigating officers to concentrate on that part of the service that adds value to the Council
- Similarly the management of MP enquiries will need to be reviewed to ensure the team can maximise its contribution service improvements by learning from complaints.
- Analysis of complaints by service and type will continue to inform service improvements and the Complaints Team's focus. The Service will monitor the implementation of improvement plans generated by individual complaints.



- The service will continue to focus on the quality of response to stage one complaints to improve customer satisfaction and reduce the number of complaints escalating through the complaint procedure.
- The service will review its use of informal complaints, in the light of recent LGO and Housing Ombudsman findings
- The Complaints Team will investigate improving the efficiency of the service through the implementation of a new IT system this will include opportunities offered by the implementation of CIVICA.
- E-learning package for complaints handling and investigation will be developed for all staff and managers.
- The Complaints Team will continue to identify service sector best practice by attending the Housemark Complaints benchmarking group to aid service improvements.

DRAFT

# Children & Young People Services

## Directorate Performance in 2015-16

This Annual Report provides details of complaints made to Children and Young People's Services (CYPS) between 1 April 2015 and 31 March 2016, under The Children Act 1989 Representations Procedure (England) Regulations 2006; alongside comparisons with previous years.

**Over the last 12 months the total number of Stage 1 complaints received for Children and Young People's Services has increased from 146 to 192, which is a 32% increase.**

**In total 204 formal complaints were received, whereas 146 were received in 2014-15.**

**Overall 50% of Stage 1 complaints were responded to within the statutory timescales, compared to 55% (2014-15); and 50% of all complaints, including Stage 2 complaints were closed within timescales.**

Whilst performance in responding to complaints within statutory timescales has decreased from 55% in the previous year to 50% in 2015-16; the introduction of new performance management arrangements has meant that performance over the year has improved to the point where 90% of complaints were responded to in time between January and March 2016. This trend has continued into 2016-17.

### Headline Results 2014-15

↓	Number of school complaint enquiries, <b>76</b> . Decreased from <b>102</b> in 2014-15.
↑	Number of enquiries from MPs, <b>55</b> . Increased from <b>34</b> in 2014-15.
↓	Number of decisions from Local Government Ombudsman, <b>14, 4 Upheld</b> . Decreased from <b>19, 1 Upheld</b> in 2014-15.
↑	Number of complaints at all levels, <b>204</b> . Increased from <b>159</b> in 2014-15.
↑	Number of Stage 1 complaints, <b>192</b> . Increased from <b>146</b> in 2014-15.
↔	Number of Stage 2 complaints, <b>10</b> . Remained at <b>10</b> from 2014-15.
↓	Number of Stage 3 complaints, <b>2</b> . Decreased from <b>3</b> in 2014-15.
↔	Number of complaints escalating from Stage 1 to Stage 2, <b>10, 5%</b> . Remained at <b>10, 7%</b> in 2014-15.
↑	Number of complaints upheld (26) and partially upheld (73) at all levels, <b>99, 52%</b> . Increased from <b>48%</b> in 2014-15.
↓	Percentage of complaints at all levels responded to in timescales, <b>50%</b> . Decreased from <b>52%</b> in 2014-15.
↓	External complaint investigation costs, <b>£12,350</b> . Decreased from <b>£20,956</b> in 2013-14.
↓	Number of Councillor Surgery enquiries <b>5</b> . Decreased from <b>9</b> in 2014-15.
↓	Number of informal complaints received, <b>47</b> . Increased from <b>43</b> in 2014-15.

↓	Number of compliments received <b>72</b> . <b>160</b> received in 2014-15.
↑	Total financial remediation awarded was <b>£8,274</b> in respect of 6 complaints. Decreased from <b>£0</b> financial remediation awarded in 2014-15.
↑	Complaints about quality of service, <b>147</b> , increased from <b>77</b> received in 2014-15.
↓	Complaints about actions of staff, <b>37</b> , decreased from <b>38</b> received in 2014-15.

### Complaints and other enquiries from Children and Young People

The number of Stage 1 complaints received from children and young people was **17** in 2015-16. This has remained the same as in 2014-15. Only 1 complaint from 2 young people was considered at Stage 2 of the complaints procedure.

**12** complaints from children and young people were upheld or partially upheld at Stage 1. This has decreased from 17 in 2014-15.

The proportion of complaints at Stage 1 from children and young people which were responded to in timescales is **33%**. This has decreased from 41% in 2014-15 and is lower than the proportion of all complaints which were responded to in timescales. This does not necessarily reflect that the complaint was not being actively dealt with and that the manager dealing with the complaint had not engaged with the young person within that time frame; but that the final response to the complaint and resolution was not achieved within the timescale. This is a reflection of the complexity of dealing with complaints and resolving issues from children and young people; and it should be noted that none of the complaints from young people which were considered at Stage 1 were escalated by the young person which indicates that issues were ultimately resolved to their satisfaction or that they accepted the response to their complaint.

The Complaints Team is currently being undertaken to evaluate the handling of complaints from children and young people and to ensure that the complaints procedure is child-friendly and resolution focussed.

Proportionally, 59% of complaints from children and young people received in 2015-16 related to Looked After Children and Leaving Care Services; and 24% related to children's homes. This is broadly similar to previous years. 71% of complaints from children and young people were upheld or partially upheld; which has decreased from 100% of complaints in 2014-15. This is an indication of the strong focus on resolving complaints and addressing issues which means that the likelihood of complaints from children and young people being upheld is higher; and also a reflection of the transition and changes within Looked After Children and Leaving Care Services in particular.

Analysis of the details of complaints received from children and young people highlights a number of key themes including:

- Decisions regarding changes to placement where either young people are reluctant to move to a new placement or young people are requesting a move to a new placement; or frequent changes in placement.
- Young people unhappy with or wanting a change in their social worker.
- Impact of the behaviour of other individual young people in children's homes.
- Actions of staff in children's homes and supported living accommodation.

## Stage 1 complaints

The number of Stage 1 complaints received in 2015-16 has increased by **32%**; from 146 in 2014-15 to **192** (Including 17 from children and young people). Whilst there has been a significant increase in the number of complaints; 59% of those complaints were received between April and September 2015 where the numbers of complaints received peaked at 30 in April and 26 in June. Between October 2015 and March 2016 the numbers of complaints received were at more consistent levels; at an average of 13 per month. It is expected therefore that any change in the number of complaints in 2016-17 will be less substantial.

There has been a corresponding decline in timeliness of response in 2015-16 with only **50%** of complaints responded to in timescales; compared to 55% responded to in timescales in 2014-15. 'South – Children in Need' (20%) and 'Looked After Children and Leaving Care Services' (38%) were services which underperformed in responding to complaints within timescales.

However following the introduction of new performance management processes in October 2015 performance has improved substantially. For the 3 months between October 2015 and December 2015, 59% of complaints were responded to in timescale; and for the 3 months between January 2016 and March 2016, **90%** of complaints were responded to in timescale. The improvement in performance has continued between April 2016 and June 2016 where **94%** of complaints have been responded to in timescales.

There has also been a corresponding increase in the proportion of complaints which were upheld or partially upheld in 2015-16; which has increased from 31% in 2014-15 to **52%**.

**74%** (143) of complaints received in 2015-16 related to the quality of service. This is an increase from 53% of complaints in 2014-15. **20%** (36) of complaints received in 2015-16 related to the actions of staff. This is a decrease from 26% of complaints in 2014-15.

**26%** (49) complaints related to Borough Wide Duty and Referral Teams (Including Multi-Agency Safeguarding Hub). This has increased from 21% (30) in 2014-15. 37% (72) of complaints received related to Locality Social Work Teams (18% North Locality, 16% South Locality, 4% Central Locality). This has decreased from 40% in 2014-15. Looked After Children and Leaving Care Service also received 19% (37) of complaints in 2015-16. There is no comparison with previous years at this was no recorded as a separate service.

It can best be concluded that the above statistics reflect the short-term impact on services of the changes being made which are leading to improvements in services in the medium and long-term. This is particularly evident in analysis of complaints received about Borough Wide Duty and Referral where there has been much improvement and transformation work undertaken in the first half of the year. Whilst this service received 49 complaints over the course of the year it is important to note that 32 of these complaints were received between April and September 2015; and only 17 for the remaining 6 months of the year.

## Stage 2 and 3 Complaints

In 2015-16, **10** complaints were escalated to Stage 2 of the Complaints Procedure. This has remained at 10 as in 2014-15. However, proportionally fewer (5% in 2015-16 compared to 7% in 2014-15) complaints have escalated.

In 2015-16, **2** complaints were escalated to Stage 3 of the Complaints Procedure. This has decreased from 3 in 2014-15. Again this is proportionally fewer (1% in 2015-16 compared to 2% in 2014-15).

Only **29%** of complaints at Stage 2 were responded to in timescales. This has increased from 10% in 2014-15. Whilst this is partly a reflection of the complexity of the complaints which is dealt with at this stage and performance has improved, this remains an issue which needs to be addressed.

The proportion of complaints upheld or partially upheld at Stage 2 is **57%** (4). This has increased from 20% in 2014-15. Further analysis of these complaints needs to be undertaken to understand, given the proportion that were upheld; whether there was an opportunity to resolve complaints at an earlier stage. The proportion of complaints upheld or partially upheld at Stage 3 is 0%.

The cost of appointing independent persons to undertake the consideration of complaints at Stage 2 and 3 of the Statutory Complaints Procedure was **£12,350** in 2015/16. This has decreased significantly from £20,956 in 2014-15 due to improvement in the way that complaint investigations are managed.

### **Local Government Ombudsman cases**

In 2015-16, **11** enquiries were received from the Local Government Ombudsman. This has decreased from 16 in 2014-15.

**14** decisions were received from the Local Government Ombudsman in 2015-16. 3 decisions were received from enquiries made prior to 1 April 2015 as well as the 11 enquiries received in 2015-16.

**11** enquiries related to Children's Social Care Complaints and the following decisions were made:

- **4** complaints were upheld – maladministration and injustice.
- **1** complaint was not upheld – no maladministration.
- **3** enquiries were closed after initial enquiries with no further action.
- **3** enquiries were closed and not counted as a complaint decision.

Complaints that were upheld related to quality of life story work, child protection and legal processes, referrals to and assessments undertaken.

**3** enquiries related to school admission appeals panels. This is a decrease from 10 in **2014-15**. None of the 3 complaints were upheld.

### **Learning from Complaints**

Lessons learned were identified from 51 Stage 1 Complaints in 2015-16. Proportionally this is 27% of all Stage 1 complaints. This has increased from 45 in 2014-15 but proportionally has decreased from 31% of all Stage 1 complaints.

### **Examples**

**Complaint:**

A complaint was received that the Council failed to protect her children and act on referrals regarding her children. The complainant stated that a number of referrals had been made to Children's Social Care by other agencies but these had not been addressed.

**Learning:**

Managers have reported that they are not currently able to provide written responses to most referrals made by other agencies as indicated by the guidance. The service should identify a timescale for meeting this objective or amend the guidance so that referring agencies are aware not to expect a written reply.

**Action:**

The Local Authority has introduced a process which means that a response letter is provided to all referrals which are received by the Multi-Agency Safeguarding Hub. The response letter is completed by the social worker who deals with the referral and is sent once they have completed the initial consideration of the referral.

**Complaint:**

A complaint was received about the involvement of family in child protection by children's social care and lack of support from Children's Disability Service. The complainant stated that child protection visits had not been undertaken regularly.

**Learning:**

All staff should be reminded of the need to carry out statutory Child Protection visits according to Rotherham MBC procedures.

**Action:**

Robust performance management and audit processes have now been put in place to ensure that procedures are followed. This has led to evidenced improvement in statutory child protection visits being carried out. 100% of statutory child protection visits are now completed in accordance with the relevant procedures.

**Complaint:**

A complaint was received by the Local Government Ombudsman about the way in which a referral her former husband made about her abusing their son was dealt with; and the Council's decision to carry out an assessment.

**Learning:**

The Local Government Ombudsman found fault in the way the referral was initially dealt with as it had been received by a Senior Officer and not referred immediately to the Multi-Agency Safeguarding Hub. Once the decision was made to carry out an assessment, the assessment took too long to complete.

**Action:**

The Council has made significant improvements to the way in which referrals are received and processed by the Council. Steps have been taken to ensure that all staff are aware of the correct route for making referrals concerning the welfare of a child. All referrals received by Children's Services are screened within 24 hours of receipt.

The Council has implemented robust performance management processes which ensure that assessments are completed within the required timescales and are continually monitored and subject to scrutiny to ensure compliance. Through the management of performance, the Council has ensured that members of staff are aware of the requirement to screen referrals and complete assessments within required timescales.

Further work is therefore being undertaken to maximise the opportunities for learning to be captured from all complaints and from July 2016 learning from complaints has been incorporated into complaints performance management.

Learning is also identified from Stage 2 and Stage 3 complaints as well as complaints investigated by the Local Government Ombudsman.

Recommendations were made by Investigating Officers/Senior Managers following 3 investigations of complaints at Stage 2; and consideration of 1 complaint at Stage 3. Learning was identified from these recommendations.

In addition learning was identified from consideration of 2 complaints by the Local Government Ombudsman and the recommendations which they made.

### **MP Enquiries**

In 2015-16, **55** enquiries were received from Members of Parliament which relate to Children and Young People's Services. This has increased from 34 in 2014-15.

During 2015-16 the Complaints Team have undertaken work to improve the quality and timeliness of responses to MP enquiries; support and guidance and has been provided to services and quality assurance of responses has been increased.

### **School Complaint Enquiries**

The Local Authority has no responsibility for dealing with complaints about schools however enquiries are recorded to reflect the service provided in giving advice to members of the public about the school complaints procedure.

The number of school complaint enquiries received in 2015-16 has decreased from 102 in 2014-15 to **76**. 39 enquiries related to complaints about Secondary Schools, 33 enquiries related to complaints about Primary Schools; and 4 enquiries related to complaints about Special Schools.

The Complaints Team has continued to improve the information and advice provided to parents to reduce avoidable contact with the Council regarding school issues; and has continued to provide support to schools through regular contact with school management staff and provision of annual training to school governors.

### **Compliments**

72 compliments were received about services in 2015-16. This has decreased from **160** in 2014-15.

The decrease in the number of compliments received can be attributed to changes in processes for capturing feedback which has reduced the opportunity for positive feedback to be captured.

Further work will be undertaken with the Performance and Planning Team in Children and Young People's Services to ensure that the opportunities for feedback from young people and families are maximised and both positive and negative feedback are captured.

The following are examples of compliments received in 2015-16:

- Compliment for worker in **Integrated Youth Support Service**. "Thank you for what you did for me..... You stuck by me... you brought our family back together....you are the best person I ever met."
- Compliment for Social Worker in **Adoption Service**. "Thank you for all the hard work and what you have done for us so far.....we both want you know that we truly do appreciate everything you do, and are doing, and are thankful of your continuing support."
- Compliment for **Independent Reviewing Officer**. "Many thanks .....I sincerely hope he has your tenacity and empathy you have shown all for which has now benefited *Child* and us his loving parents."
- Compliment for **Social Worker in Locality Team**. "Social Worker has done a fantastic job supporting the families and school, and she is one of the most efficient and effective social workers I have worked with and it has been a pleasure to work with her."
- Compliment for **Foster Carer**. "Foster Carer has been a real pleasure to work alongside....I have been so impressed by her commitment to and understanding of *Child's* and his needs.....nothing has been too much trouble for her."

### **Financial Remediation**

A total of **£8,274** was paid to 6 complainants as a result of complaints made in 2015-16. This has increased from £0 in 2014-15.

However, only £1,750 was paid to complainants in recognition of distress suffered as a result of their experience and for time and trouble in pursuing complaints.

£6,524 was paid to 2 complainants to reimburse money which they were entitled to but not received either as a result of incorrect policy or delay in processing payments..

### **Top complaint issues 2015-16**

#### **Customer Service**

Complaints about phone calls not being returned or customers being unable to contact members of staff account for a significant proportion of all complaints received, particularly in relation to Children's Social care. These types of complaints are tending to form the main basis of complaint where previously they were supplementary issues.

#### **Actions, Conduct and Professionalism of Staff**

Previously complaints about actions of staff have been made supplementary to the main issues which the customer has complained about. But these types of complaints have continued to be a main focus of complaints in 2015-16.

These types of complaints particularly refer to:

- Specific comments made by social workers which are viewed by the complainant as inappropriate.



- Social workers not carrying out actions that they have promised to do.

### **Content and timeliness of assessments and reports**

The most common types of assessments and reports which form the subject of complaints are Child Multi-Agency Assessments and Case Conference Reports:

- Customers unhappy with what is written about them in reports and assessments.
- Complaints about delay in delivering the social worker's Case Conference Report which should be provided 48 hours before Case Conference.

### **Communication with families**

- Customers unhappy with involvement or lack of involvement with individual family members particularly where there are separated parents involved and the child lives with one parent.
- Communication with extended family members and clarity around information shared with them and level of involvement.

### **Information sharing and confidentiality**

- Customers unhappy with their personal information being shared and decisions to share information.
- Customers unhappy that their details have not been kept anonymous when they have made a referral.

### **Child Protection Practice and Processes**

- Customers unhappy with delays in social care assessment resulting from protracted criminal investigations.
- Customers disagreeing with the decision to initiate child protection investigations.

### **Developments in 2015-16**

- A new performance management regime has been introduced by the Complaints Team working with the Directorate Leadership Team in Children and Young People's Services. The new performance management process includes a weekly complaints report to the Directorate Leadership Team highlighting outstanding enquiries which require a response, issuing of weekly reminders for all enquiries; and a process acting swiftly to resolve those complaints which are at risk of not being responded to within statutory requirements.
- The Complaints Team have reintroduced a monthly Complaints and Customer Feedback Report to Directorate Leadership Team highlighting exceptions in performance and learning.
- The Complaints Team have worked with the Performance and Planning Team in Children and Young People's Services to implement an improved process for capturing and reporting learning from complaints which has seen an increase in the number of complaints where learning has been identified.

- Learning from Complaints is integrated into the Quality Assurance and Improvement Framework.

The beyond auditing innovative approach has been introduced to further strengthen quality assurance processes. This approach audits cases to strengthen learning opportunities and support practice improvements. Cases chosen for auditing for this approach will include cases where a complaint has been received from a child, a complaint is upheld or partial upheld. The learning from these complaints is built into the overall service improvement action plan.

Learning from Complaints will also be included in Whole Service Events. The approach will be to take learning from Children & Young People complaints will be themed and discussed at quarterly meetings with practitioners to identify service improvements and provide feedback on the impact of improvements made.

- Complaints Training has been commissioned by the Complaints Team in 2015-16 and delivered to Team and Service Managers in March/April 2016 focussing on response and resolution at Stage 1; to improve the quality and effectiveness of responses to complaints.
- Following a mystery shopping exercise carried out by the Young Inspectors we have improved the information on the Council website to make it more accessible to young people by revising the content and wording of the existing information and including specific information aimed at young people in care. We have also revised our contact details on the Council website and young persons' complaint leaflet to highlight promote the various methods which young people can use to contact the complaints team including the dedicated text message number.

## **12. Planned Improvement Actions in 2016-17**

In 2016/17 we have up to June 2016:

- Introduced performance management for capturing lessons learned from complaints and included this in existing weekly and monthly performance reporting processes.
- Incorporated lessons learned from complaints into the auditing framework for Children's Social Care so that learning from complaints contributes to wider improvements in services.
- Introduced a quarterly Learning from Complaints report to Directorate Leadership Team in Children and Young People's Services to highlight progress.

In 2016/17 we will:

- Further develop our processes for learning lessons from complaints to ensure that actions identified translate into improvements in service which deliver better outcomes for children and young people, and their families. We will do this by working with the Performance and Planning Team in Children and Young People's Services to develop a process which identifies lessons which ensure that lessons are identified, actions taken and outcomes measured.
- Improve access to the complaints procedure for children and young people including children with disabilities by reviewing and improving the quality of information

provided to them and opportunities to tell us their views; and review the entire complaints procedure to ensure that it is child-centred and child-friendly throughout. This includes continuing to explore the options for a mobile application to enable young people to make complaints and communicate with the Council.

- Deliver advice and guidance to front line staff about the complaints procedure and their obligations when dealing with young people and their families; to ensure that young people and their families are aware of their right to complain and are properly informed about how to do so.
- Revise the complaints information contained in the social care procedures to provide a practical guide for frontline staff and managers regarding the complaints process and their responsibilities; and include all the relevant templates.
- Work with Performance and Planning Team in Children and Young People's Services to ensure that options for capturing positive and negative feedback are maximised.

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## Environment and Development Services

### Directorate Performance in 2015-16

Environment and Development Services' complaints are dealt with under the Council's Corporate Complaint's Procedure.

Over the last 12 months the total number of complaints received was **108**. This represents a slight increase over the last year from **103** to **108**. However **280** informal complaints have also been received.

Overall **86%** of all complaints were responded to within timescales compared with **99%** in 2013/2014.

### Headline Results 2014/15

↑	Number of complaints (at all levels) <b>increased</b> from <b>103</b> in 2014/2015 to <b>108</b>
↑	Complaints regarding Streetpride <b>72, 67%</b> (2014/2015, <b>53, 51%</b> )
↓	Complaints regarding Planning, Regeneration, Customer & Cultural Services <b>35, 32%</b> (2014/2015, <b>44, 43%</b> )
↑	Total number of complaints upheld was <b>47, 44%</b> (2014/2015, <b>34, 33%</b> )
↑	An increase in the number of complaints escalating has been seen:-From <b>6</b> in 2014/15 to <b>11</b> for Stage 1 complaints escalating to Stage 2 in 2015/16
↓	Percentage of complaints at all levels responded to in timescales, <b>86%</b> . Decreased from <b>99%</b> in 2014-15.
↑	Complaints about quality of service increased to <b>63, 58%</b> (2014/2015, <b>56, 54%</b> )
↓	Complaints about actions of staff decreased to <b>27, 25%</b> (2014/2015, <b>28, 27%</b> )
↑	<b>£0</b> financial remediation awards were made, in total <b>£0</b> (2014/2015, <b>£1030.00</b> )
↓	Ombudsman upheld <b>0</b> out of <b>3</b> complaints investigated.
↑	Number of Councillor Surgery's received was <b>436</b> (2014/2015, <b>379</b> )
↑	Number of Compliments received was <b>371</b> (2014/2015, <b>269</b> ). <i>The majority of compliments (277) received related to Streetpride Services</i>
↓	Number of informal complaints <b>decreased</b> to <b>280</b> , (2014/2015, <b>327</b> )
↑	The number of MP enquiries received was <b>72</b> , a 55% decrease from <b>160</b> received in 2014/15

## **Top complaint issues**

### ***Streetpride***

The highest number of complaints received related to Streetpride Services and were specifically around services delivered by Waste Management and related to missed bin collections, delay in receiving replacement bins and conduct of refuse collectors.

In relation to Network Management complaints were received about the conduct and service provided by Parking Services; conduct of Civil Enforcement Officers, parking enforcement and lack of consistency when issuing Penalty Charge Notices.

Leisure and Community Services received complaints relating to tree cutting and the attitude of staff members in parks.

### ***Planning, Regeneration Cultural & Customer Services***

Complaints were received by Customer and Cultural Services relating to the quality of service and advice offered to customers, delays in receiving service or attitude of staff. Specific complaints were received regarding, advice provided by the contact centre, service provided by Registrars, condition of seating at the Civic Theatre, time taken to be seen at Riverside reception and incorrect advice relating to the process for renewing a travel pass.

Complaints were received by the Planning Service relating to information provided, a lack of response to enquiries and a concern that correct procedures had not been followed. Specific complaints included concerns regarding a lack of consultation relating to a planning applications, lack of consideration of objections to a planning application, delay in action being taken relating to a breach of planning permission, concerns relating to a Tree Preservation Order, a claim that planning permission has been incorrectly given and the Council's responses to reports of a neighbour running a business.

### Learning from complaints case studies

1. Customer received incorrect tickets for a performance at the Civic Theatre.

In response to their concerns we have:

- Apologised to the customer. The complaint was considered and discussed at full team meeting. The best way of dealing with similar situations was agreed to prevent this from happening again.

2. A complaint was received about the removal of items from a memorial bench in Clifton Park and the conduct of an officer.

In response to the complaint the service has:

- Made an apology and the standard memorial bench agreement is to be reviewed. The review is to be linked with a review of the Road side memorial agreement with a target completion date of the third quarter of 2016/7.

3. A complaint was received about the time taken to answer a phone call when reporting an issue to the contact centre about Streetpride services and what was perceived as misleading messages about the position in the queue.

In response to the complaint the service has:

- Made an apology, extended the staff lunch break periods from 11:00 until 15:00, meaning staff lunch breaks are more spaced out during these hours and employed more staff on part time contracts to work over this period.
- The in-queue messages that are played whilst customers are waiting to have been reviewed and amended.

### Informal Complaints

**280** contacts were received which were logged as Informal Complaints compared to **327** in 2014/2015. The majority of these contacts related to services delivered by Streetpride Services (**221**). Issues relating to Waste Management (**56**), Transportation and Highways Design (**21**), Corporate Transport (**1**), Leisure and Community Services (**56**) and Network Management (**77**).

In addition Planning, Regeneration, Customer and Cultural Services received (**58**), Planning (**13**) and Customer and Cultural Services (incl. Contact Centre) (**38**), and Regeneration (**4**).

Informal contacts related to missed bin collections, disposal of waste at Household Waste Recycling Centres, recycling points, green waste collection, grounds maintenance, street cleansing, replacement litter bins, potholes, road resurfacing, parking, winter maintenance, dangerous driving by taxi driver, safe walking route, IT problems in Riverside House Library, payment facilities at Customer Service Centres, delay in receiving blue badge service, shouting and swearing Riverside House Café, Smell from public toilets in Riverside House, boundary dispute and disposal of land issues.

## **Councillor eCasework enquiries**

**436** enquiries were received in the last year, compared with **379** received in 2014-15, **13%** increase. The vast majority being related to services delivered by Streetpride primarily Network Management (**215**) and Leisure and Community Services (**130**). Issues relating to Network Management Service were concerned with potholes, condition of the highway, repair to grass verges, improvement works, damaged street signs, request for anti-motorcycle frames and ongoing parking issues.

Issues related to Leisure and Community Services were concerning fly tipping reports, overgrown trees, request for litter bins, concerns about litter and concerns about the frequency of cutting to a local park.

Enquiries were also received relating to the Highway Design and Transportation Service (**31**) regarding road markings, request for traffic calming measures, noise and other concerns relating to Heavy Goods Vehicles, excessive noise from roads, double yellow lines, request for new signage.

Waste Management Service (**28**) received enquiries relating to concerns about changes in times of collection, stolen wheeled bins, charges relating to replacement bins, missed collections, excess waste left by householders and additional green bins.

## **Ombudsman decisions**

In 2015-16, 3 decisions were received, compared to 3 decisions in 2014-15. No decisions were upheld.

## **Compliments**

**371** compliments were received, **269** received in 2014-15, some examples are as follows:-

### **Leisure and Community Services**

- For removal of fly tipping and litter picking along Grange Lane.
- How clean, tidy and well maintained their local area is looking.
- Have done a wonderful job on Moorgate of clearing leaves.
- Thanks for Street Cleansing Works on High Street.
- For the wonderful display of wild flowers in the central reservation along Bawtry Road.
- Thank you to two members of Streetpride Staff who stopped and helped the customer pick up laminate which had dropped out of his boot on the way to the tip - they were cheerful and helpful with a good attitude.
- Thanks to Street Cleansing for clearing away the dog fouling.
- Thanks to Streetpride for the emergency clear up.
- Thank you to driver of the channel sweeper - him and his team did an exceptional job
- Thanks for providing 2 weeks activities for children, took two grandchildren one with autism, this was an invaluable opportunity to mix and join in organised activities with mainstream children.
- Grass cutting suspending to aid growth of Bee, Marsh and Spotted Orchids. Your patience is appreciated.
- Thanks for your assistance; the walkway hedges have now been trimmed.
- Thank you for recent work on trees in St James Church Yard - it has made a huge difference to the light we are receiving.

## Network Management

- Huge thank you to all involved in the resurfacing of Barnsley Road/Hesley Lane
- Good job done with the wooden post on the grass verge
- Thank you very much for help with Parking Charge Notice
- Thank you for repairs done to the
- Thanks for the excellent job done on the resurfacing of Ladyfield Road in Thorpe Salvin and Thorpe Road in Harthill.
- Just to say thank you to you and the Green Spaces team and volunteers for the kissing gate.
- Thank you for a resurfacing a public footpath in Rawmarsh.
- The crew have done an excellent job and the customer wanted to pass on his thanks.
- Thank you for the resurfacing of Greystones Road
- The crew have done an excellent job
- Thank you for your timely response and the cancellation of my parking ticket. Much appreciated.
- Huge thank you to you from me and other riders in our area. We will now be able to use the bridleway and enjoy safer off road riding.
- Thank you for resurfacing work on Cowrakes Lane - little disruption and very pleased with the completed works
- Thank you - you did a really good job cutting back the trees near Recreation Road
- I just wanted to say thank you for your help and co-operation with the Cancer Research UK Race for Life event.
- Thanks for the work currently in progress removing the overhanging trees and shrubs.
- Thank you, you do a brilliant job - jetting gulley team.
- Thank you for speedy response & action taken to address overhanging trees reported.

## Waste Management

- Thanks for prompt action on getting his bin emptied also wanted to say thank you to the crew as well for their quick and prompt response.
- They always go out of their way to move the lorry so that I can get past, or run to collect the bins if there is nowhere for them to move to. They are really accommodating and kind which I think should be mentioned as this doesn't happen enough these days. Please pass my sincere thanks on to the men who do this round as they make a real effort to be conscientious and this should be recognised. Many thanks
- Thanks to you and their patience and kindness I got them back and cannot thank you all enough I am so very very grateful. It restores faith in human kindness and shows there are some good people out there!!!!. Please let the lads know how much I appreciate what they have done and thank you for allowing them time from their schedule to do what they did. Many many thanks again much appreciated.
- I just want to compliment the bulky item collection team. They were punctual, professional and very courteous, excellent value for money; I would certainly use the service again.
- Staff at Ravenfield Disposal site on Lidget Lane. He said that their effectiveness and helpfulness is second to none
- Thank you for the assisted collection she is receiving she said all of the crews are kind and Courteous she wouldn't be able to recycle if it wasn't for the help of the crews.
- They were helpful & so polite says we should be proud of these working for council.
- Compliment for Waste Management customer wanting to thank us for sorting out emptying green bin after being missed.



- Compliments for service received at the North Anston Recycling Centre.

### **Customer and Cultural Services**

- Thank you to Customer Service Operative for arranging the collection of a settee and beds. Very helpful even though very busy and the technology was going down.
- Thank you so much for service and to the people who brightened up my day. Excellent and very helpful, very pleased and grateful for all the help
- Excellent service by staff, visit has opened up numerous avenues to further my research into my family history.
- I would like the person responsible for customer services in Dinnington to tell his staff how happy I was with the service I received when renewing my blue badge. I know there job us not issue but they do a wonderful job and they made me very welcome with my canine partner.
- Just to give feedback. I phoned today to order copy birth Certs for our grandchildren and was dealt with by a delightful Scottish lady. I have to say what a credit to our Council she is. She was friendly, patient, efficient and a delight to deal with. It is so good to be able to give really positive feedback to our much maligned but wonderful Council. Thank you (and give her a pay rise immediately!)
- Wanted to pass on her thanks to all the staff in the CC that she has spoken to regarding issues with getting her green bin emptied.
- Yourself and the Staff were exceptional considering the extreme weather and it was a full house, you did not have to wait long to be served at any of the points of sale, and everyone was lovely and polite.
- Compliment for a member of staff at Aston Library who he spoke to on the telephone - naturally pleasant, helpful and polite young lady

### **Planning Service**

- A big thank you to RMBC for their efforts in transforming the site from a waste tip to what can be a real heritage asset for Rotherham
- Thanks so much for getting back to me with a very comprehensive reply that has answered all my questions. I wish I'd been put through to you back in January! Thanks for the excellent customer service.
- Thank You for your help, as a newby to the business world you made me feel at ease .....if you were a business yourself I would recommend you.
- He was always approachable and returned calls in a timely manner.....I have been very impressed with the professionalism of your team and thank you accordingly.
- We felt her presentation to be clear, concise and candid....I have been very impressed with the professionalism of your team and thank you accordingly.
- Quality of Service - 1 Compliment for Planning Service - "I read in last Friday's Advertiser that your Department was one of the top ten in the country and I am not surprised. Your Planning Department stands out in all it offers us as Agents - reliable, prompt and approachable, a "breath of fresh air"

### **Regeneration Service**

- Thank you very much for your e-mail. The information is very valuable and much appreciated....I have been very impressed by the quality of the guidance I have received up to now.
- I would like to say that the RIDO project is invaluable to small businesses. They are well run and always meet the client's needs. I have also found RIDO to be available

and accommodating when approached.....The whole operation and delivery of this service should be celebrated.

- "Had a very useful meeting today with RIDO Business Intelligence - always come away with good ideas"
- I'll tell you what mate – you're brilliant!
- Transformation of Rotherham - quality buildings restored and land cleared to open up spaces - impressive and aesthetically pleasing from all angles

### **New Developments 2015-16**

- Improved complaint reporting to Directorate Management Team meetings, and to Service Management Teams. Complaints are reported on a regular basis in line with corporate reporting structure.
- Learning from complaint procedures strengthened, all complaints considered for learning and service improvement. All upheld complaints have learning issues recorded.
- The Complaint Team continues to work closely with the Directorate, taking into account restructure and personnel changes.

### **2016-17 Improvement Actions**

- Analysis of complaints by service and type will continue to inform learning and service improvements.
- Continue to reduce the numbers of complaints upheld and to reduce the number of complaints escalating through the complaint procedure.
- Will consider appropriate complaints handling and investigation training for all staff and managers.
- Ongoing work to improve complaint experience of customers raising complaints with private providers.

## Resources & Corporate Services

### Directorate Performance in 2015-16

Resources and Transformation Service's complaints are dealt with under the Council's Corporate Complaint's Procedure.

Over the last 12 months the total number of complaints received was **39**. This represents a decrease over the last year from **43**. In addition **65** customer informal complaints have also been received. (**49** received in 2014-15)

Overall **95%** of all complaints were responded to within the statutory timescales compared to **96%** in 2014-15.

#### Headline Results 2015-16

↓	Number of complaints (at all levels) was <b>39</b> , <b>16%</b> decrease from total in 2014-15 – <b>43</b> .
↓	Total number of complaints upheld was <b>11</b> , <b>28%</b> compared to <b>17</b> , <b>35%</b> in 2014-15.
↑	Increase in the number of complaints escalating:- <b>4 (10%)</b> Stage 1 complaints escalating to Stage 2 in 2015-16. ( <b>3, 7%</b> in 2014-15) <b>1</b> Stage 3 complaint was received in 2015-16. ( <b>1</b> in 2014-15.)
↑	<b>25, 64%</b> of complaints about Quality of Service were received ( <b>27, 63%</b> in 2014-15.)
↑	<b>9, 23%</b> of complaints about Actions of Staff were received ( <b>9, 21%</b> in 2014-15.)
↓	<b>£1506.80</b> in financial remedies awarded from <b>5</b> complaints. ( <b>1</b> award totalling <b>£500</b> in 2014- 15.)
↑	<b>2</b> Ombudsman complaints were upheld out of three decisions. None out of <b>3</b> in 2014-15.
↓	<b>8</b> Councillor Surgery's received ( <b>10</b> in 2014-15.)
↑	<b>5</b> Compliments received ( <b>3</b> in 2014-15.)
↑	<b>65</b> informal complaints were received <b>increase</b> from 49 in 2014-15.
↑	<b>22</b> MP enquiries received. ( <b>15</b> received in 2014-15.)
↑	<b>15</b> Commissioner enquiries received. (New enquiry type for 2015-16.)

Resources and Transformation Services maintained the recent significant improvements in the following areas:

- Maintained excellent performance against complaint timescales.
- Number of upheld complaints reduced.
- Reduced the amount of financial remediation awarded.
- More learning from all complaints issues identified and reported.
- All enquiries reported on a regular basis to management team.

### Learning from complaints case studies

1. Staff member in Local Taxation could not resolve the customers query to the level the customer expected and there should have not been a need to refer the query to a manager.

In response;

- It was found that the member of staff had failed to realise and explain clearly that the account was set to be paid by direct debit. (and the adjusted amount would be taken by direct debit).

Staff member was spoken to, they were advised that the call would have been resolved much quicker if the customer had been advised that the final balance was going to be taken by direct debit. All staff were briefed following the complaint.

2. Customer's cheque payment was allocated to their rent account rather than split between Rent and Council Tax, despite existing agreement.

In response;

- Apology offered and payment re-allocated. It was found that the notes relating to the agreement had been lost due to system upgrades. The notes were re-added.

In addition there has been an IT update of the Income systems which will now include document management systems that will allow customer notes and requests to be better transferred.

3. (Local Taxation) We did not update the direct debit details when they were provided and chased the customer for payment. In addition, the instalments were more due to the delay setting up the direct debit.

In response;

- Apology offered and instalment plan amended to reflect the original instalment amounts. The member of staff was spoken to about the error and reminded of the importance of ensuring all accounts are updated correctly. All staff were briefed following the complaint.

### Top complaint issues

#### Revenue and Benefits

The majority of complaints for the Directorate were received in Revenue and Benefits, 14 complaints received. The complaints were regarding the maintenance of claims and the administration of payments.

Complaints were also received regarding how people had been dealt with by staff and the advice that they had been provided with.

Complaints were received around overpayment of claims, alleged breaches of confidentiality and Discretionary Housing Applications.

### Local Taxation

Complaints were received relating to the payment issues, relating to debt, overpayment or the amount charged. Customers raised issues relating to information they had been provided or requests or agreements being ignored. Complaints were also made regarding the accuracy of information held and time taken to resolve issues of concern along with the attitude of staff when dealing with accounts.

### Councillor eCasework enquiries

8 Councillor Surgery enquiries were received in the year compared to **10** in 2014-15, the majority being related to services delivered by Revenues and Benefits. Issues relating to Revenues and Benefits - Benefits Assessment (**3**), Account Management (**2**).

The types of enquiries received related to the outcome of discretionary housing payments claims, query relating to a Benefit claim and issues relating to arrears payments.

### Ombudsman enquiries

**3** decisions were received from the Local Government Ombudsman. They were regarding;

- *Revenues and Benefits – Account Management.* The Ombudsman advised that there was fault by the Council in its record keeping. This led to injustice for the customer as they received communication about debt recovery should not have received, including a bailiff's letter.

The Council agreed to the Ombudsman's recommendations. They apologised to the customer, to steps to ensure staff members were reminded of the importance of accordance record keeping and paid £100 in financial remediation.

- *Revenues and Benefits – Local Taxation.* The Ombudsman advised that there was fault by the Council in awarding a council tax discount in error to the customer. The Council agreed to write off a remaining charge of £414 due to the fault.

As advised the Council agreed to write off the remaining charge. The Council has revised its application form to include guidance regarding the criteria. The Council has also carried out training for staff and introduced procedural changes so that a different officer will consider the review of the original decision.

- *Human Resources.* The Ombudsman advised the Council that they had received an enquiry from a member of Council staff in respect of personnel issues. They did not divulge the name of the member of staff and informed the Council it was out of their jurisdiction to investigate.

### Informal Complaints

**65** contacts were received which were logged as Informal Complaints compared to **48** in 2014-15. The majority of these contacts related to services delivered by Local Taxation and Account Management. Issues relating to Council Tax (**20**), Account Management (**20**) and Benefit Assessment (**12**).

Informal contacts related to charges relating to, council tax payments including arrears, recovery action and the calculation of charges, discretionary housing payments and arrears caused by problems relating to a Benefit claim.

## Compliments

5 compliments were received, as follows;

- “Rotherham Show was fantastic, a really enjoyable day out for the family. Well done to the Council and organisation that worked together. Thank you to everyone that must have worked very hard to get the show ready and give us a fantastic time.”
- “The running of this year’s Rotherham Show, I thought it was superb. Thank you for the long hours that people put in and the help they give so willingly.”
- Compliment regarding Rotherham Vintage Vehicles Rally. “The two words THANK YOU just don't seem enough somehow. With all the work, effort, etc., that you and the other ladies/men put into both days both before, during and I have no doubt about it, after, those two words just do not seem adequate.”
- Compliment for the Communication Team. “Thanks to joined up teams and customer care from the people at RMBC press our daughter managed to get hold of an important lost letter.”
- Compliment for Benefits Assessment. “Big thank you for your efforts in resolving our overpayment issue. The fantastic communication and courtesy we received from yourself and your team was excellent.”

## New Developments 2015-16

- Improved quality assurance process for all responses. 100% of complaint response letters continue to be checked.
- Improved learning and service improvements from complaints, 100% of complaints considered for potential learning. All reported through to the Directorate Management Team.
- All complaints and customer enquiries are reported on a regular basis to the Directorate Management Team.
- Review of contract monitor arrangements in respect of debt recovery contractors following an Ombudsman report. (Relating to the actions of other Council’s nationally)

## 2016-17 Improvement Actions

- Revised training programme for investigating manager’s to be introduced, bespoke training to be developed incorporating discussions around learning from complaints.
- Analysis of complaints by service and type will continue to inform learning and service improvements.
- Continue to reduce the numbers of complaints received and to reduce the number of complaints escalating through the complaint procedure.
- Reduce the number of Informal Complaints received.

## Summary Sheet

### Council Report

Overview & Scrutiny Management Board – Friday 16 September 2016

### Title

Safer Rotherham Partnership Annual Report

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

No

### Strategic Director Approving Submission of the Report

Damien Wilson, Regeneration & Environment

### Report Author(s)

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### Ward(s) Affected

All

### Summary

The Safer Rotherham Partnership (SRP) is the borough's Community Safety Partnership with statutory responsibilities established under the Crime and Disorder Act 1998. The partnership has a legal responsibility to tackle crime, anti-social behaviour, drug and alcohol misuse, and to enhance feelings of safety.

There are currently six responsible authorities on the SRP, who have a legal duty to work in partnership to tackle crime, disorder, substance misuse, anti-social behaviour and other behaviour adversely affecting the environment and to reduce re-offending. The six responsible authorities are: Rotherham Metropolitan Borough Council, South Yorkshire Police, South Yorkshire Fire & Rescue Service, National Probation Service, South Yorkshire Community Rehabilitation Company, Rotherham Clinical Commissioning Group.

Legislation places a duty on the responsible authorities to share evidenced-based data to undertake an annual Strategic Intelligence Assessment and publish a Community Safety Partnership Plan. The Police & Justice Act 2006 also places a duty on Councils to have a committee to “review and scrutinise, and make reports or

recommendations, about the functioning of the Community Safety Partnership". This function is fulfilled by the Council's Overview and Scrutiny Management Board.

In her 'Report of Inspection of Rotherham Metropolitan Borough Council' February 2015, Louise Casey levelled considerable criticism at the Police, Council and the Safer Rotherham Partnership (SRP) on how they failed to address the widespread child sexual exploitation that had been taking place in the borough for a considerable number of years.

The report rightly highlighted that the Partnership, the Police and the Council should have taken a much more proactive role in the prevention, disruption and enforcement action against perpetrators.

Since the report the Safer Rotherham Partnership has completed a thorough review of its governance and structure arrangements and how it delivers its statutory obligations under the Crime and Disorder Act 1998, the recommendations from which have been implemented during 2015 and early 2016. The SRP has recently published the Safer Rotherham Partnership Plan 2016/19, developed a new performance management framework, appointed thematic lead officers with responsibility for delivering actions aligned to agreed priorities and developed a funding and commissioning framework.

This report provides details of progress made against the SRP priorities set for 2015/16, details of the 16/17 priorities outlined within the Partnership Plan, a summary of funding and commissioning arrangements and also an update regarding the South Yorkshire Police 101 number (as requested).

### **Recommendations**

That the Overview & Scrutiny Management Board note the progress made by the Safer Rotherham Partnership including:

- Performance information regarding the 2015/16 priorities
- The Partnerships priorities and performance management framework for 2016/17 outlined in the Partnership Plan (Appendix 1)
- The partnerships 2016/17 funding arrangements (Appendix 2)
- South Yorkshire Police 101 non-emergency number

### **List of Appendices Included**

Appendix 1 - The Safer Rotherham Partnership Plan

Appendix 2 - Funding and commissioning arrangements

### **Background Papers**

Safer Rotherham Partnership progress report – OSMB – 22 January 2016.

### **Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

### **Council Approval Required**

No

### **Exempt from the Press and Public**

No



**Title:** Safer Rotherham Partnership Annual Report

## **1. Recommendations**

That the Overview and Scrutiny Management Board note the progress made by the Safer Rotherham Partnership including:

- Performance information regarding the 2015/16 priorities
- The Partnerships priorities and performance management framework for 2016/17 outlined in the Partnership Plan (Appendix 1)
- The partnerships 2016/17 funding framework (Appendix 2)
- South Yorkshire Police 101 non-emergency number

## **2. Background**

- 2.1 Community Safety Partnerships are statutory partnerships working to tackle crime and disorder and were established by the Crime & Disorder Act 1998. The responsible authorities on the Safer Rotherham Partnership (SRP) are Rotherham Metropolitan Borough Council, South Yorkshire Police, South Yorkshire Fire & Rescue Service, Rotherham Clinical Commissioning Group, the National Probation Service and South Yorkshire Community Rehabilitation Company
- 2.2 Legislation places a duty on the responsible authorities to share evidenced-based data to undertake an annual strategic assessment and publish a Community Safety Plan. The Police & Justice Act 2006 also places a duty on Councils to have a committee to “review & scrutinise, and make reports or recommendations, about the functioning of the Community Safety Partnership”. This function is fulfilled by the Council’s Overview and Scrutiny Management Board.
- 2.3 In her ‘Report of Inspection of Rotherham Metropolitan Borough Council’ February 2015, Louise Casey levelled considerable criticism at the Police, Council and the Safer Rotherham Partnership (SRP) on how they failed to address the widespread child sexual exploitation that had been taking place in the borough for a considerable number of years.
- 2.4 The report rightly highlighted that the Partnership, the Police and the Council should have taken a much more proactive role in the prevention, disruption and enforcement action against perpetrators.
- 2.5 Since the report the Safer Rotherham Partnership has completed a thorough review of its governance and structure arrangements and how it delivers its statutory obligations under the Crime and Disorder Act 1998, the recommendations from which have been implemented during 2015 and early 2016. More detail of this was presented in a report to the Board at its meeting on 22<sup>nd</sup> January 2016.
- 2.6 The SRP has recently published its Safer Rotherham Partnership Plan 2016/19 and developed a new Performance Management Framework (Appendix 1), appointed thematic lead officers with responsibility for delivering

actions aligned to agreed priorities and developed a Funding and Commissioning Framework (Appendix 2).

- 2.7 To improve management of performance data and information, agreement has been reached with South Yorkshire Police for the Partnership Analyst and Partner Data Co-ordinator to be co-located with the Community Safety & Anti-Social Behaviour Team in Riverside House. Both will be trained on the relevant Council systems and will work closely with our own Performance Analysts.
- 2.8 This report provides details of progress made against the SRP priorities set for 2015/16, details of the 16/17 priorities outlined within the Partnership Plan, a summary of funding and commissioning arrangements and also an update regarding the South Yorkshire Police 101 number (as requested).

### **3 Key Issues**

#### **Rotherham's performance against the 2015/16 priorities**

- 3.1 Over the first six months of 2015/16, Rotherham saw an increase in recorded crime for most of the crime categories with the exception of drug offences, criminal damage, arson and public order offences that all reduced, compared to the same period in the previous year.
- 3.2 Over the last 6 months of 2015/16 compared to the same period of the previous year, some of the partnerships key indicators have seen:
  - 22% increase in assault with injury from 839 to 1024, (185 crimes).
  - An increase of 47% in reported sexual offences from 275 to 404 (129 crimes). This included an 86% increase in recorded rape offences from 80 to 149, (69 crimes).
  - An increase of 35% in domestic abuse incidents recorded by South Yorkshire Police from 672 to 905 (233).
  - A 2% reduction in overall anti-social behaviour incidents reported to the Police from 7,101 to 6,928 (173 incidents).
  - Burglary offences reduced by 7% from 1,347 to 1,256 (91 offences)
  - Theft from a motor vehicle reduced by 9% from 693 to 632 (61 offences)
  - Personal robbery increased by 8% from 77 to 83 (6 offences)
  - Recorded Hate Crimes increased by 90% from 77 to 146 (69 crimes).
  - Racially or religiously aggravated crimes increased by 69% from 55 to 93 (38 crimes).
  - Drug related offences reduced by 23% from 328 to 253 (75 offences)
- 3.3 Some of the increases in reported crime, particularly sexual offences, hate crime and domestic abuse can be attributed to an increased reporting of historic offences (sexual offences), plus a reported increased willingness and confidence of victims to come forward to report offences to the Police due to national publicity and improved local practice and procedures.

- 3.4 The multiple demonstrations and protests in the town since the publication of the Jay report have heightened community tensions. Ongoing individual criminal trials concerning Child Sexual Exploitation (CSE) offences and those involved in disturbances/public order have also given rise to further tensions.
- 3.5 The impact of the above factors has been to increase incidents of hate crime and although reporting levels have increased, there is anecdotal evidence to suggest that there is still a degree of under-reporting.
- 3.6 The levels of local disruption, to businesses in one sense, but also to local community cohesiveness and sustainability cannot be underestimated. The SRP is committed to standing with local communities to eradicate hate crime and support victims of such incidents.

### **Safer Rotherham Priorities 2016 / 17 (The Partnership Plan 2016 / 2019)**

- 3.7 It is clear that the Safer Rotherham Partnership is facing a challenging climate in which to reduce crime, disorder and anti-social behaviour and therefore it has identified the following as its priorities for 2016/17:
1. Reducing the threat of child sexual exploitation and the harm to victims and survivors
  2. Building confident and cohesive communities (with a focus on tackling hate crime)
  3. Reducing the threat of domestic abuse and reducing the harm to victims and survivors
  4. Reducing and managing anti-social behaviour and criminal damage
  5. Reducing the risk of becoming a victim of domestic burglary
  6. Reducing violent crime and sexual offences
- 3.8 In order to set its priorities, the SRP completes an annual Joint Strategic Intelligence Assessment. From this assessment, the Partnership has a statutory duty to develop and implement a Partnership Plan which describes how the responsible authorities will work together to tackle crime and disorder. The purpose of the Partnership Plan is to build on previous achievements and deliver improved, more joined up services, especially in the safeguarding of our most vulnerable people and communities.
- 3.9 An annual refresh of the Plan and its priorities will take place to ensure that any new and emerging policies, risks and consultation feedback are identified and responded to. This will also provide the opportunity to keep the people of Rotherham up to date with progress.
- 3.10 The Plan provides a clear picture of how the SRP will continue to work towards creating a safe and more socially cohesive borough and contribute to a better Rotherham. The full Partnership Plan is attached at Appendix 1.

### **Performance Management Framework**

- 3.11 The Performance and Delivery Group (which reports directly to the SRP Board), monitors the Partnership's performance against priorities using an 'outcome' based accountability (OBA) performance management framework. This performance framework monitors and assesses the crime and

community safety work of the partnership by asking and addressing the following:

- How much did we do? (Quantity) – What we have/are doing to tackle the priority.
- How well did we do it? (Quality) – Achievement against the identified priority.
- What is the impact? –has crime/antisocial behaviour reduced, do the people of Rotherham feel safer as a result.

- 3.12 Using this methodology, a performance framework has been developed incorporating OBA scorecards for each of the partnership priorities. This includes appropriate performance indicators, the reasoning for the indicators, data development needs, key partners for delivery of outcomes and ideas based on experience in Rotherham of what works.
- 3.13 The Performance and Delivery Group is jointly chaired by the Police Superintendent responsible for partnerships and the Council's Assistant Director, responsible for Community Safety and Street Scene. Lead officers have been designated for each priority to ensure that actions are undertaken, partnership activity is co-ordinated and that progress is reviewed and reported back regularly to the Performance & Delivery Group.
- 3.14 The Performance & Delivery Group is responsible for addressing potential barriers to successful outcomes. It is also responsible for providing regular intelligence updates in relation to agreed crime and disorder priorities, including any emerging trends that may threaten performance and outcomes.
- 3.15 The Safer Rotherham Partnership Board is responsible for undertaking a strategic review, on a quarterly basis, of progress against priorities and determine any support measures needed to ensure successful outcomes. It is accountable to the 'Rotherham Together' Local Strategic Partnership and scrutiny by the Overview & Scrutiny Management Board.

#### **South Yorkshire Police 101 non-emergency number – Progress update**

- 3.16 South Yorkshire Police will provide a verbal update at the meeting which will outline the following key priorities regarding the 101 non-emergency number:
- Recognise poor performance
  - Improvement Plan in place
  - Immediate increase in resources
  - Recruitment plan in place to fill vacancies effective from September 2016
  - New technology platform to be introduced July 2017

#### **4. Options considered and recommended proposal**

- 4.1 That as part of its statutory responsibility under the Police & Justice Act 2006, the Overview & Scrutiny Management Board continues to receive an annual report from the Chair of the Safer Rotherham Partnership.

## **5. Consultation**

- 5.1 Throughout the development and production of both the Joint Strategic Intelligence Assessment and Partnership Plan, consultation took place with both statutory and non-statutory partners of the Safer Rotherham Partnership.

## **6. Timetable and Accountability for Implementing this Decision**

- 6.1 There are no decisions that require implementation within this report.

## **7. Financial and Procurement Implications**

- 7.1 The South Yorkshire Police & Crime Commissioner has allocated a Community Safety Fund of £224,550.00 to the Safer Rotherham Partnership for 2016/17 as a contribution towards tackling both the Partnership's and Commissioner's priorities.

- 7.2 The Safer Rotherham Partnership Board has delegated responsibility to the Performance & Delivery Group to commission projects for funding which align to the Partnership priorities, consider applications received and make recommendations to the Board for approval or otherwise. As part of this process, the Partnership will prioritise projects and activity that directly addresses the following areas:

- Improving community cohesion in Rotherham
- Tackling hate crime
- Tackling violent crime, domestic abuse and safety in the night time economy

- 7.3 Full details of the Safer Rotherham Partnership's commissioning and funding process is presented at (Appendix 2)

## **8. Legal Implications**

- 8.1 The Safer Rotherham Partnership is the borough's Community Safety Partnership with statutory responsibilities established under the Crime and Disorder Act 1998. The partnership has a legal responsibility to tackle crime, anti-social behaviour, and drug and alcohol misuse and to enhance the feeling of safety.

- 8.2 The 'Responsible Authorities' who make up the Safer Rotherham Partnership are, Rotherham Borough Council, South Yorkshire Police, South Yorkshire Fire & Rescue Service, National Probation Service, South Yorkshire Community Rehabilitation Company and the Rotherham Clinical Commissioning Group.

- 8.3 Legislation places a duty on the responsible authorities to share evidence based data to undertake an annual strategic assessment and publish a Community Safety Plan. The Police & Justice Act 2006 places a duty on local authorities to have a committee to "review & scrutinise, and make reports or recommendations about the functioning of the Community Safety Partnership". In Rotherham this function is fulfilled by the Overview & Scrutiny Management Board.

## **9. Human Resources Implications**

9.1 There are no human resource issues within this report.

## **10. Implications for Children and Young People and Vulnerable Adults**

10.1 The Safer Rotherham Partnership is focussed on both adult and children safeguarding. An effective multi-agency partnership contributes significantly to the safety and feeling of safety of our most vulnerable people. Representatives from Adults and Children's Services attend the SRP Board, Performance and Delivery Group and the Theme Groups.

## **11. Equalities and Human Rights Implications**

11.1 There are a number of significant human rights and equalities implications, including the way in which survivors and victims of different crimes are treated, the importance of having a robust approach to disrupt and pursue perpetrators of crime, especially against our most vulnerable members of society, including hate crimes against minority groups and domestic abuse. The links between committed and reported crime and our most deprived communities is acknowledged by the Safer Rotherham Partnership.

## **12. Implications for Partners and Other Directorates**

12.1 Both internal and external partners have been involved in the Joint Strategic Intelligence Assessment, development of the Safer Rotherham Partnership Plan, Performance Management Framework and Funding Framework.

## **13. Risks and Mitigation**

13.1 There is a risk that if statutory overview and scrutiny functions are not undertaken the Council could face criticism and reputational damage should something go seriously wrong within the Community Safety Partnership arena. By ensuring there is at least an annual review of the Safer Rotherham Partnership arrangements and that Members are fully briefed on their role, this risk will be mitigated.

13.2 The Safer Rotherham Partnership attracted adverse critical comment in the Casey Review of Rotherham Council. A failure to introduce, maintain and evidence effective partnership working would have a significant detrimental effect on the confidence and feeling of safety of people who live in, work in and visit Rotherham.

## **14. Accountable Officer(s)**

17.1 Steve Parry  
Crime and ASB Manager/Safer Rotherham Partnership Manager  
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Karen Hanson  
Assistant Director Community Safety and Street Scene  
[Karen.hanson@rotherham.gov.uk](mailto:Karen.hanson@rotherham.gov.uk)

# Safer Rotherham Partnership Plan 2016 – 2019

Working together to make Rotherham Safe, **to keep Rotherham safe**  
and to ensure the communities of Rotherham feel safe



*The Safer Rotherham*  
PARTNERSHIP

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## Welcome to the Safer Rotherham Partnership Plan 2016 -19.

This plan sets out how we want to work together so that people in Rotherham feel safe in their community and the borough.

It is important to start by acknowledging the failings of the Partnership which were identified in Louise Casey's Corporate Governance Inspection of February 2015, which criticised the Partnership for not ensuring a proactive role in the prevention, disruption and enforcement action against perpetrators of Child Sexual Exploitation.

Having taken over as Chair of the Safer Rotherham Partnership I would like to thank the former Chair Kath Sims for the work she started in terms of moving forward to support the fresh start all agree was needed.

Therefore we are re-focusing on the future and how the Partnership meets its obligations under the Crime and Disorder Act 1998.

We have reviewed the governance and structure of the partnership and agreed to address six big issues facing Rotherham:

- Reducing the Threat of Child Sexual Exploitation and the Harm to Victims and Survivors
- Building Confident and Cohesive Communities
- Reducing the Threat of Domestic Abuse and reducing the harm to victims and survivors

- Reducing and Managing Anti-social Behaviour and Criminal Damage
- Reducing the Risk of Becoming a Victim of Domestic Burglary
- Reducing Violent Crime and Sexual Offences

There are no easy answers to these challenges and in order to deliver it is paramount that ownership of the plan is retained within the Partnership and all the partners involved are committed to working together without barriers to deliver positive outcomes for people.

I look forward to working with members of the board,



Councillor  
**Emma Hoddinott**

Chair of the Safer Rotherham Partnership

**Our vision is to work together to make Rotherham Safe, to keep Rotherham safe and to ensure the communities of Rotherham feel safe.**

In her 'Report of Inspection of Rotherham Metropolitan Borough Council' February 2015, Louise Casey levelled considerable criticism at the Police, Council and the Safer Rotherham Partnership on how they failed to address the widespread child sexual exploitation that had been taking place in the borough for a considerable number of years.

The report rightly highlighted that the Safer Rotherham Partnership (SRP), the Police and the Council should have taken a much more proactive role in the prevention, disruption and enforcement action against perpetrators.

'The Safer Rotherham Partnership is the Community Safety Partnership for Rotherham. It is a statutory body required under the Crime and Disorder Act 1998. Its mission is: 'to make Rotherham safe, keep Rotherham safe and to ensure communities of Rotherham feel safe.' For many children and young people it has not succeeded in this mission'

Report of Inspection of Rotherham Metropolitan Borough Council 2015, Page 123 – Louise Casey CB

Since the report the SRP has completed a thorough review of its Governance and Structure arrangements and how it delivers its statutory obligations under the Crime and Disorder Act 1998, much of which has been put into place during 2015.

The SRP has a statutory duty to develop and implement a Partnership Plan which describes how responsible authorities will work together to tackle crime and disorder. The plan is refreshed at the beginning of each financial year and as part of that refresh, the SRP will demonstrate its progress over the previous year. It is the SRP's plan for tackling crime and disorder and responding to those priorities outlined within the SRP's Joint Strategic Intelligence Assessment.

Despite significant challenges in recent years, the strength of the local community and people's willingness to become involved in community life are recognised in this plan. The formal and informal partnerships that are in place are testament to the value of joint working.

The Plan provides a clear picture of how the SRP will continue to work towards creating a safe and more socially cohesive borough and contribute to a better Rotherham.

The purpose of the SRP Plan is to build on previous achievements and deliver improved, more joined up services, especially in the safeguarding of our most vulnerable people and communities. It will continue to demonstrate new and innovative approaches as we respond to an ever changing and more challenging landscape. In this way, we will provide ourselves with the best opportunity to maintain strong performance and deliver the outcomes needed to achieve our vision.

The SRP Plan demonstrates how strong strategic leadership, planning, performance management and problem solving will result in action plans which aim to deliver positive, long term sustainable solutions and improved outcomes for the people of Rotherham.

The Plan also identifies how the partnership will respond to the impact of national policy changes and new and emerging risks, such as the impact of welfare reforms, austerity measures and radicalisation.

An annual refresh of the Plan will take place to ensure that any new and emerging policies, risks and consultation feedback are identified and responded to. This will also provide the opportunity to keep the people of Rotherham up to date with our progress.

**The Safer Rotherham Partnership is the borough's Community Safety Partnership with statutory responsibilities established under the Crime and Disorder Act 1998. The partnership has a legal responsibility to tackle crime, anti-social behaviour, drug and alcohol misuse, and to enhance feelings of safety.**

There are currently six responsible authorities on the SRP, who have a legal duty to work in partnership to tackle crime, disorder, substance misuse, anti-social behaviour and other behaviour adversely affecting the environment and to reduce re-offending.

The six responsible authorities are:

- Rotherham Metropolitan Borough Council
- South Yorkshire Police
- South Yorkshire Fire & Rescue Service
- National Probation Service
- South Yorkshire Community Rehabilitation Company
- Rotherham Clinical Commissioning Group

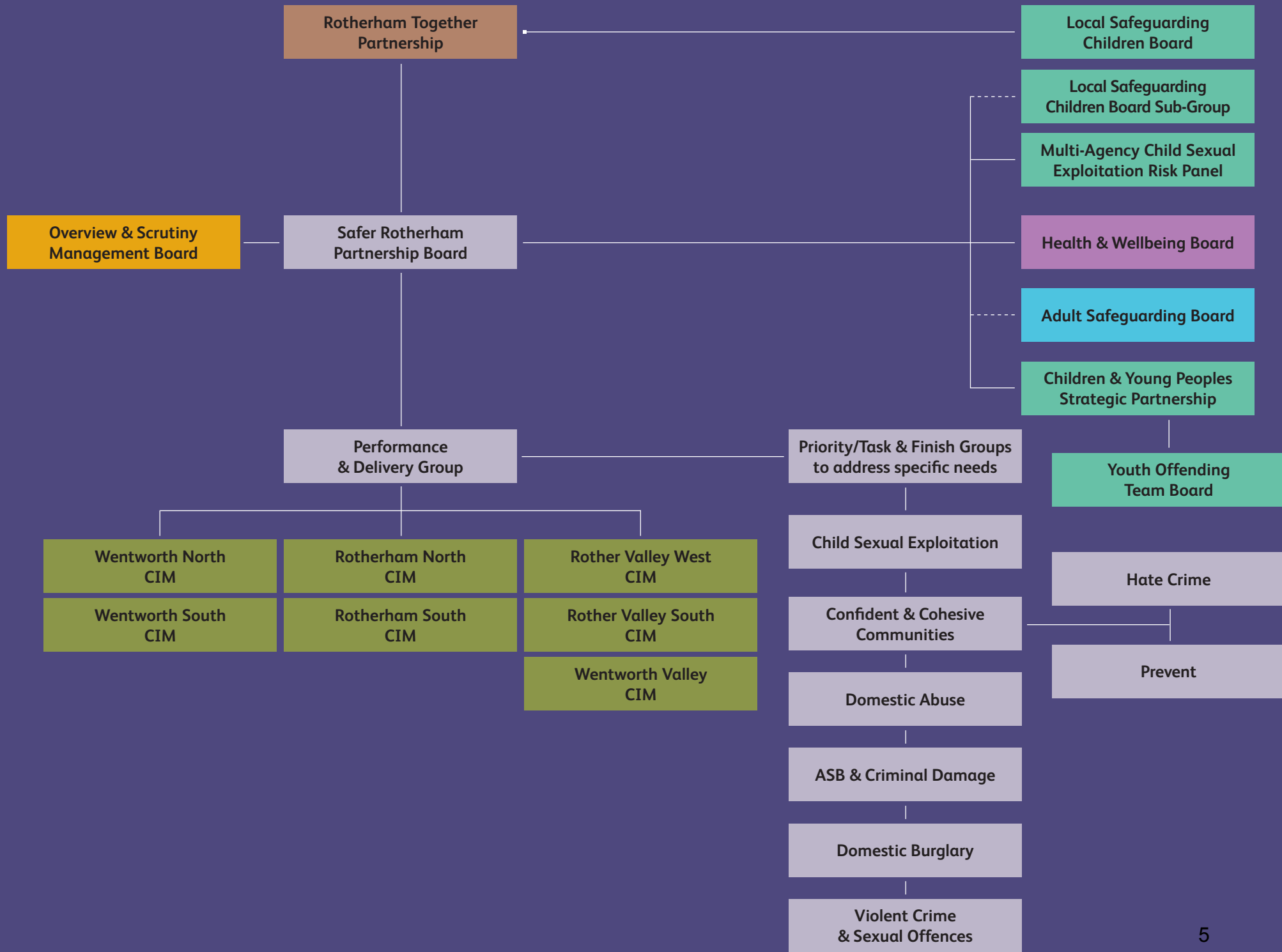
The SRP also brings together a range of interested parties from the public, private, community and voluntary sectors to help deliver the outcomes in the SRP Partnership Plan through our strategic and operational structures, as well as representation from the Office of the Police and Crime Commissioner.

The SRP has a statutory duty to develop an annual Joint Strategic Intelligence Assessment of the risks and threats that crime and disorder poses to the communities of Rotherham. The purpose of the assessment is to:

- Identify the partnerships priorities for the forthcoming year.
- Highlight performance, progress and achievements against the commitments made in the 2014/16 Partnership Plan.
- Identify key crime and disorder risks and threats to the community.

In May 2015 South Yorkshire Police began rolling out a new Local Policing Unit model (LPU) that replaced the Safer Neighbourhood Teams. It aims to provide greater consistency and accountability and put 'Neighbourhoods at the Heart of Policing'. The new model combines Response Teams and Safer Neighbourhood Teams to create multi-skilled Local Policing Teams (LPT) that are supported by Police and Community Support Officers (PCSO).

The previous seven Safer Neighbourhood Team meetings have now been replaced by Case Identification Meetings (CIM). A local support hub that specialises in proactive investigations supports the LPU, The new policing model started in Rotherham in October 2015.



**The Safer Rotherham Partnership Board** agrees and manages the strategic direction of the Community Safety Partnership and has oversight of its priority action plans. It agrees and oversees the funding plans of the partnership and monitors performance against set targets. The Board is accountable to the Rotherham Together Strategic Partnership.

**The Performance and Delivery Group** ensures two way feed-back between the strategic and operational arms of the partnership. It has strategic focus and its role is to ensure that the partnerships financial plan meets the priorities of the partnership. Its operational role is to make tactical resourcing decisions regarding community safety in line with the partnerships priorities. It highlights and tasks action plans in line with crime and disorder issues and priorities through a tactical assessment of crime and disorder in the Borough and emerging trends and related issues.

**Priority/Task & Finish Groups** are dynamic groups that deliver thematic outcomes. The groups operate by sharing knowledge, expertise and information in order to understand and tackle problems and drive the activity of the area based Case Identification Meetings.

**Case Identification Meetings** are geographically located multi-agency groups across the Borough whose role is to make a significant difference to the levels of crime and community safety through effective on the ground partnership working. They produce an action plan to address place based crime and anti-social behaviour, share information and intelligence to promote the effectiveness of planned interventions, identify new and emerging hotspots, task individual services with specific actions and monitor and review progress against previous agreed actions.



## Priority 1: Reducing the Threat of Child Sexual Exploitation (CSE) and the Harm to Victims and Survivors

### Why this is a priority

Preventing and tackling CSE in all its forms is the key priority for RMBC and SYP. CSE has a lifelong impact on its victims, and therefore, children, young people and their families must have confidence in Rotherham's multi-agency approach to prevention, support and bringing perpetrators to justice. The coming period will continue to see an increase in investigations and prosecutions, and ongoing activity by SYP and the National Crime Agency (NCA) may trigger further historic reporting which will require a full partnership response. Our success in tackling CSE has a profound link to the reputation of the Council and SYP and the public's confidence in the services we provide as a Safer Rotherham Partnership.

### What are we going to do?

- The Local Safeguarding Children Board (LSCB) is the leading body for the work undertaken to both investigate perpetrators and support for victims and survivors. The SRP will ensure all agencies support that work and deliver the actions set by the LSCB.

- Our shared aims and Priorities will be achieved through:
  - Increased staff awareness;
  - Effective information sharing;
  - Targeted preventative measures; and
  - Disruption opportunities in intelligence led 'hot spot' locations.

## Priority 2: Building Confident and Cohesive Communities

### Why this is a priority

Community Cohesion is vital to achieving a safer and more harmonious Rotherham. The multiple demonstrations and protests in the town since the publication of the Jay report has heightened community tensions and increased incidents of hate crime. Not all these incidents are being reported.

Ongoing individual criminal trials concerning CSE offences and those involved in disturbances/public order may also give rise to further tensions.

Community cohesion involves:

- Creating a common vision and sense of belonging.
- Valuing and appreciating people from different backgrounds and circumstances.



- Providing similar life opportunities for people from different backgrounds.
- Developing strong, positive relationships between people from different backgrounds in the workplace, in schools and within neighbourhoods.
- Brokering good relations between groups and communities.

There is no doubt that community division and segregation affects many aspects of our lives and this can prevent the best use being made of existing housing and land. People who need housing in the social and affordable sectors must have greater choice. It is our duty to make sure that housing is provided on the basis of need. If we are to meet housing need in all its forms we must work to make progress. Because of this, the promotion of good relations is one of our key objectives.

### **What are we going to do?**

- Ensure joint community engagement and tension monitoring plans are in place
- Review the tactical approach to policing protests, to ensure a robust method which complies with legislation, but limits impact on the community and town centre businesses
- Work with the Home Office on increased scope to avoid events leading to public disorder
- Knowing that hate crimes are under reported, we will build increased confidence in reporting these crimes through ongoing engagement, support and the bringing to justice of perpetrators.
- Effective and positive media engagement which publicises when perpetrators of hate crime and large scale public order are prosecuted
- As a partnership we will ensure that we are adhering to our respective codes of ethics, professional practice and service standards.
- We will ensure that we are having efficient, representative engagement with communities and actively seeking to implement public feedback in delivering our services
- We will prioritise the delivery of services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.
- We will robustly tackle crime and Anti-Social Behaviour and work to prevent people becoming victims or being vulnerable to becoming a victim

### **Priority 3: Reducing the Threat of Domestic Abuse and reducing the harm to victims and survivors**

#### **Why this is a priority**

The impact of Domestic Abuse on the victim and children is severe and can be long lasting. In Rotherham domestic-related crimes increased by 28% (386 recorded incidents) in 2015/16 compared to 2014/15, which is comparable to other similar areas. This rising level of incidents impacts on all services and can only begin to be tackled by a multi-agency response. Whilst the Partnership has a range of measures and services in place, endemic under-reporting means there is scope to review and focus our resources to greater effect. Honour Based Abuse and Forced Marriage are also areas where we need to improve confidence in reporting, only then can we understand the true picture and apply resources most effectively.

#### **What are we going to do?**

- Listen and learn from the victims and survivors of domestic abuse
- The Partnership will focus on reviewing the current effectiveness of our services to gain a better understanding and definition of the outcomes that need to be achieved
- Increase support for victims to reduce the number of incidents occurring before initial reporting

- Focus on offender management to reduce repeat offences, including changing behaviour as well as securing better outcomes in prosecutions
- Engage with communities affected by Honour Based Abuse and Forced Marriage to improve intelligence gathering in these areas and increase confidence in reporting

### **Priority 4: Reducing and Managing Anti-social Behaviour (ASB) and Criminal Damage**

#### **Why this is a priority**

Anti-social Behaviour is a key issue of public concern both locally and nationally and impacts on the public's overall wellbeing and feelings of safety in their neighbourhoods. Proactive collaborative working enabled a reduction in ASB in the last year, however In order to build on this, it is crucial that we continue to make best use of the resources available to us as a Partnership. Following an increase last year, greater focus is required on reducing Criminal Damage and Arson; along with ASB there is particular concern for the impact that these crimes have on business confidence and footfall in the town centre.

### What are we going to do?

- We will identify geographical high demand locations and focus on joint enforcement, clean ups and disruption of anti-social activity as well as ensuring a positive diversionary offer for those involved, or at risk of being involved in ASB
- We will have a specific focus on multi-agency working within the town centre in partnership with local businesses to provide a safe, clean and vibrant public space for people to both shop and work
- Through increased joined up working between agencies we will robustly tackle ASB using all of the tools and powers now available to us as a Partnership
- We will ensure Rotherham's newly introduced Community Justice Panels work effectively in bringing perpetrators and victims together to help resolve the conflict and harm caused by ASB and crime
- Fully utilise the benefits of the Selective Licensing Scheme to reduce levels of ASB in defined areas

### Priority 5: Reducing the Risk of Becoming a Victim of Domestic Burglary

#### Why this is a priority

Domestic Burglary has seen an increase, with rates towards the end of 2015 recording above those of peer Community Safety Partnership (CSPs). Because of its intrusive nature, it can leave families feeling distressed, vulnerable, and unable to feel safe within their own homes. Rotherham's position in relation to other similar areas may also impact on people's decision to purchase property and future investment in Rotherham.

#### What are we going to do?

The Partnership will focus on the following activities:

- We will robustly pursue and bring to justice those who commit crime.
- We will reduce both adult and youth re-offending rates.
- Employ effective integrated offender management to prevent the cycle of offending behaviour by deterring and rehabilitating habitual perpetrators
- We will raise crime prevention awareness across the borough through first responders, partners and effective media awareness
- We will expand our community engagement approaches to drive prevention in localities of concern

- We will ensure that designing out crime opportunities are maximised through a coherent partnership approach with planning departments
- We will formulate a strategy to engage with and monitor second hand goods markets
- We will continue to work with ‘Crime Stoppers’ to develop a campaign to identify offenders and handlers of stolen property
- We will continue to launch seasonal crime initiatives to address the varying risks encountered throughout the year
- We will ensure that Police & partners actively target and disrupt known prolific offenders
- We will ensure that we engage with partners and communities to gather intelligence and tackle locally based problems.

## **Priority 6: Reducing Violent Crime and Sexual Offences**

### **Why this is a priority**

Violence against the person and sexual offences are two key crime areas that have seen increases in the past 12 months. The increases in Violent Crime are thought to reflect changes in recording practices as it is a rise seen nationally and our rate of offences remains low in comparison with similar CSP areas. An increase of 71 % in sexual offences is believed to reflect increased confidence in reporting historic offences and is not representative of the actual number of Sexual Offences that have occurred in 2015. This is a new priority area for the partnership so that focus can be given to understanding the issues further and, where possible, tackling the associated increases.

### **What are we going to do?**

The Partnership will focus on a review of the prevalence of these crimes and the way agencies deal with them in order to identify scope for multi-agency action to tackle criminality and support victims. On conclusion of this review further actions will be developed in respect of this priority.

**Performance against priorities will be measured by a local ‘outcome’ based accountability performance management framework. This performance framework is intended to monitor and assess the crime and community safety work of the partnership by asking and addressing the following:**

- How much did we do? (Quantity) – What we have/are doing to tackle the priority.
- How well did we do? (Quality) – Achievement against the identified priority.
- Is anyone better off? – e.g., has crime/antisocial behaviour reduced, do the people of Rotherham feel safer as a result.

The partnership will use scorecards detailing the key initiatives under each strategic priority including measures of success, time scales, lead partner or officer, resources required and progress to date.

The lead partner or officer for each action will co-ordinate partnership activity, review progress and report back to the partnerships Performance & Delivery Group.

The Performance & Delivery Group will be responsible for maintaining an overview of activity in respect of all agreed priorities and to address potential barriers to successful outcomes. It will also be responsible for providing regular intelligence updates in relation to agreed crime and disorder priorities, including any emerging trends that may threaten performance and outcomes.

The partnerships accountable body, the Safer Rotherham Partnership Board will be responsible for undertaking a strategic review, on a quarterly basis, of progress against priorities and determine any support measures needed to ensure successful outcomes. The Safer Rotherham Partnership is accountable to the ‘Rotherham Together’ Local Strategic Partnership and scrutiny by Rotherham Councils Overview & Scrutiny Management Board.

Aspects of the National Intelligence Model (NIM), which is an intelligence led business process, will be used as a framework for partnership working. The use of NIM will ensure that activity to reduce crime and disorder is delivered in a targeted manner through the collection and analysis of information and provides direction based on priorities, risk and available resources.

The partnership will make available on a quarterly basis the latest position on performance against agreed priorities, partnership issues, risks, emerging issues and action plans. This report will be made available to the councils Overview & Scrutiny Management Board for comment and review.

## How will we measure and monitor whether our actions are achieving our priorities?

### Performance Indicators 2016/17

#### Child Sexual Exploitation

1. Increased 'positive' outcomes for victims and survivors of CSE
2. Number of enforcement/disruption activities of people and premises
3. Feedback from survivors of CSE
4. Increased awareness of CSE and improved information sharing pathways
5. Increase the number of CSE referrals

#### Confident & Cohesive Communities

6. Increased reporting of hate crime
7. Increased 'positive' outcomes for victims and witnesses of hate crime offences
8. Increase customer satisfaction levels
9. Increased awareness of the impacts of the work of the Safer Rotherham Partnership
10. Number of Hate Crime and Community Cohesion activities delivered

#### Domestic Abuse

11. Increased reporting of domestic abuse
12. Increase 'positive' outcomes for victims and survivors of domestic abuse
13. Reduced number of repeat cases of domestic abuse heard at the Multi-Agency Risk Assessment Conference (MARAC).
14. Increase in referrals of victims of domestic violence to the appropriate agencies
15. Increase the number of 'victims' supported by the Independent Domestic Advocacy Service
16. Number of domestic abuse awareness raising initiatives

#### Anti-Social Behaviour & Criminal Damage

17. Reduction in the number of anti-social behaviour incidents reported to the Police
18. Reduction in the number of anti-social behaviour incidents reported to the Council and Registered Social Landlords.
19. Reduction in the number of recorded criminal damage offences
20. Reduction in the number of repeat victims of anti-social behaviour.
21. Increase 'positive' outcomes for victims of anti-social behaviour and criminal damage.

22. Reduction in the number of people who think that anti-social behaviour is a problem in their area.
23. Number of diversionary activities to engage young people and direct them away from anti-social behaviour
24. Monitor and evaluate the effectiveness of the Rotherham Community Justice Panels.
25. Use of available enforcement powers to tackle anti-social behaviour and criminal damage.
26. Reduction in the number of offences of arson.
27. An increase in successful, community-based resolutions of Anti-Social Behaviour

### **Burglary Dwelling**

28. Reduced burglary dwelling offences
29. Reduced number of repeat victims
30. Increase 'positive' outcomes for victims of burglary dwelling offences.
31. Fewer people who think that crime is a problem in their area.
32. Number of enforcement/prevention initiatives to tackle burglary dwelling offences

### **Violent Crime & Sexual Offences**

33. Increased reporting of sexual abuse
34. Reduction in offences of violence with injury
35. Increase 'positive' outcomes for victims of violent crime and sexual offences
36. Increase in referrals of victims of sexual violence to the appropriate agencies
37. Number of sexual offences awareness raising initiatives
38. Reduced re-offending rates

**For 2016/17 the South Yorkshire Police & Crime Commissioner has allocated a Community Safety Fund of £224,550.00 to the Safer Rotherham Partnership as a contribution towards tackling both the Partnerships and Commissioners priorities.**

It is the role of the Safer Rotherham Partnership to oversee the delivery of this plan, including how financial and other resources are utilised. At each of its bi-monthly meetings the Safer Rotherham Partnership Board will receive a report on our performance against our Priorities, to ensure that we are able to address any areas of concern and task any action to be taken.

The Safer Rotherham Partnership will work closely with the Office of the Police Crime Commissioner to ensure Rotherham's priorities are represented in the South Yorkshire Police and Crime Plan.

### **Value for public money**

Why is important?

The Vision for the Safer Rotherham Partnership is to work together to make Rotherham Safe, to keep Rotherham safe and to ensure the communities of Rotherham feel safe. Achieving this vision, against an increasingly difficult financial and economic backdrop, means that even greater emphasis is being placed on changing the way we work to deliver better services and improve value for money.

This means redesigning services to make better use of resources. Value for money is therefore about making the best possible use of resources to achieve our intended outcomes. In essence it means spending less, spending well and spending wisely.

Demand for community safety services still continues to be high, however available resources are limited due to cuts in government funding across all sectors.

### **What we are going to do?**

- Invest in prevention activity
- Adopt a neighbourhood working approach
- Adopt and share good practice
- Look to improve outcomes by working more closely with the community and local partners

### **How are we going to do this?**

- Explore the possibility of joining up resources and sharing facilities – to achieve more for less
- We will focus our resources on prevention activity to reduce the longer term cost.
- We will strengthen our neighbourhood working by adapting services according to the needs of the local communities rather than having a one size fits all approach.



- The partnership will adopt and share good practice with other Community Safety Partnerships and local authorities to save resources and to achieve desired outcomes.
- At an early stage engage with the voluntary, community and faith sectors in developing community led responses to crime and disorder issues, be that through community development or through a commissioning process.

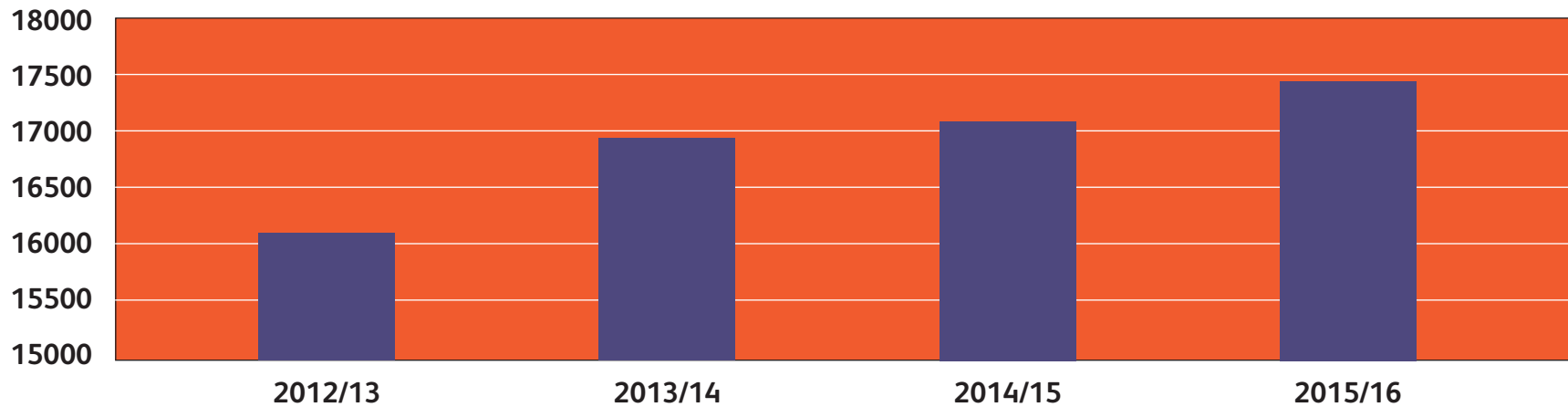
### Levels of Recorded Crime

Recorded crime in Rotherham fell by 12.1% between 2009/10 and 2012/13 with reductions in criminal damage and violent crime. However rising burglary, shoplifting and vehicle crime caused a 6.4% increase in recorded crime between 2012/13 and 2013/14. Between April 2014 and March 2015 recorded crime increased by a further 1% compared to the previous year, predominantly due to continued increases in offences of violence and the reporting of historical sexual offences in

the wake of the Alexis Jay Report into Sexual Exploitation in Rotherham. Despite the increase, violent crime in Rotherham remains lower than the national average.

The period did see significant reductions in burglary offences, vehicle crime and shoplifting. However the period April 2015 to February 2016 showed an increase of 2% (412 offences) compared to the previous year. This is in context with a rise locally and nationally and the impact of historical offences and changes to the Police recording procedures.

All Recorded Crime - 2012/2016

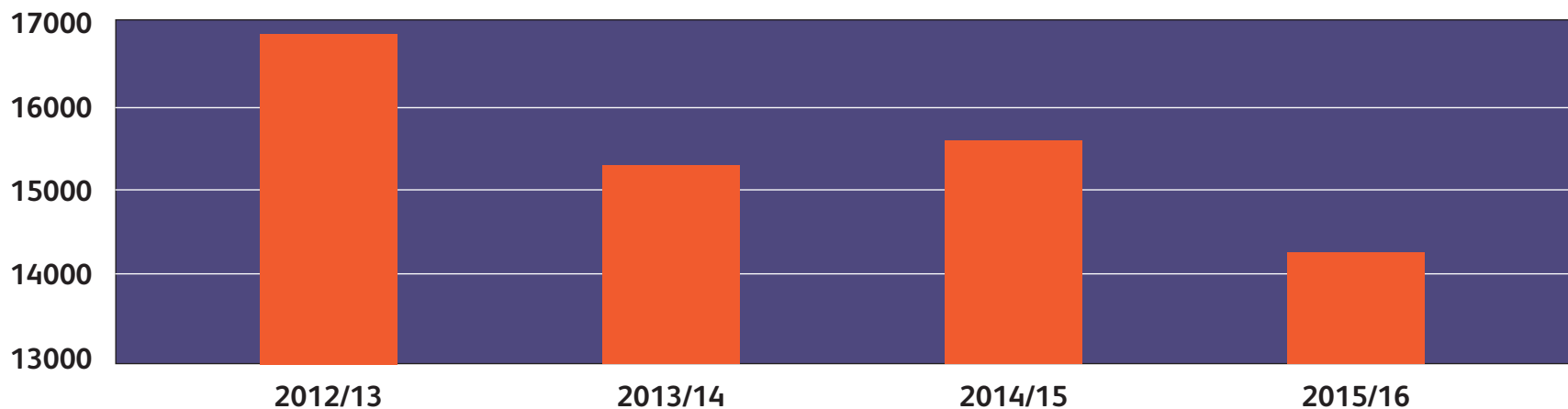


### Fewer complaints of anti-social behaviour

Recorded anti-social behaviour (ASB) incidents have shown a downward trend, falling by 36.4% between 2009/10 and 2013/14.

Between April 2014 and March 2015 there were 15,553 ASB incidents recorded to the police, which is an increase of 2% when compared to the same period of the previous year. From April 2015 to March 2016, there were 14,343 incidents of ASB recorded, a reduction of 7.8% compared to the same period in the previous year.

Total Ant-Social Behaviour 2012/2016



## Tackling Child Sexual Exploitation (CSE)

Between April 2015 and January 2016, South Yorkshire Police received 288 referrals resulting in 38 people being charged or summoned to Court for CSE related offences, including prolific offenders.

In March 2015 a package of support was introduced for victims and survivors of CSE delivered by a range of quality third sector organisations. (Around 500 victims and survivors supported at the end of February 2016)

In January 2016 the Council launched a new Early Help Service to ensure that problems are identified and addressed quickly and that our children are kept safe.

In February 2016, four men and two women were convicted at Sheffield Crown Court of the “systematic” sexual abuse of teenage girls in Rotherham over a number of years. Five of the six defendants were jailed for a combined total of 102 years. Investigations into historical and current cases continue.

### **‘EVOLVE’ – Rotherham Child Sexual Exploitation Multi-Agency Team**

In July 2015 a multi-agency CSE Team (Evolve) was established with South Yorkshire Police on the prevention, disruption, protection and prosecution of CSE.

The Safer Rotherham Partnership is fully committed to ensure that lessons learnt from inspections and reviews into Child Sexual Exploitation in Rotherham are translated into robust, effective and accessible services that are delivered where and when they are needed the most. It is very clear from our understanding of the experiences of abused and exploited children and young people that we need to adapt and change previous methods of engagement and approach in order to be able to respond their rights and needs for both for protection and justice.

Services have been reviewed along with approaches to supporting and protecting children and young people who are at risk or suffering from child sexual exploitation. The Multi-Agency Child Sexual Exploitation Project, Evolve was developed based on good practice principles, standards and, most importantly, the voices and experiences of young people, children and their families.

The Evolve team is located in Riverside House.

### **Hackney Carriage and Private Hire Licensing Policy**

The council’s revised Hackney Carriage and Private Hire Licensing Policy was agreed on 6th July 2015. The policy introduced a number of significant changes to the standards that are expected of licence holders, and the way that the councils assesses the suitability of drivers, operators and vehicles has been reviewed.

In order to allow the changes to be introduced as effectively as possible, the council has developed an implementation scheme that details the timescales over which the most significant changes will be introduced (primarily in relation to existing licence holders). This scheme was agreed on 24th August 2015 and saw the introduction of most of the new requirements by the end of March 2016, with the remainder coming into effect before July 2016.

The council is confident that the requirements of the new policy will address many of the concerns and issues identified within Professor Alexis Jay's and Louise Casey's reports of 2014/15, and will ensure that the standard of drivers, vehicles and operators working in Rotherham will be amongst the highest in the country.

### **Multi-Agency Service Hub (MASH)**

The Multi-Agency Safeguarding Hub (MASH) was established in April 2015 and acts as the central resource for the whole of Rotherham receiving all safeguarding and child protection enquiries.

The MASH is staffed by professionals from a range of partner agencies including Social Care, Police, and the Rotherham Foundation Trust (TRFT). These professionals share information to ensure earlier identification of vulnerable children, and take a whole family approach to safeguarding children.

The MASH adopts a 'single view of the child approach' by gathering information from partner agencies and uses this to decide the most appropriate intervention to respond to the child's and family's identified needs.

The MASH provides a 'single front door' that can draw on multi-agency experience, create swifter checks ensuring that services for children work more effectively together at the point of referral and decision making. It simplifies processes and communication between professionals and with families.

The MASH method enables more preventative actions to be taken, addressing cases before they escalate. It facilitates faster and more co-ordinated responses to safeguarding concerns and helps to detect long standing patterns of abuse and neglect. It provides an improved journey for the child and parent/carer with a strong emphasis on early intervention.

Between April 2015 and February 2016, the MASH had received 8,727 contacts with 96% of referral decisions made within 48 hours.

### **Vulnerable Persons Unit**

The partnership's Vulnerable Persons Unit (VPU) is co-located with the council's Community Safety and Anti-Social Behaviour Unit at Riverside House. Its role is to develop sustainable cross-agency interventions to improve outcomes for vulnerable adults, reduce risks and reduce avoidable demands on emergency

and crisis services. The Unit is staffed by a Police Sergeant, four Police Constables and a council Community Safety Officer. On a daily basis, the staff review incidents to identify and manage vulnerability and the risks associated with each individual case. They ensure that hate crimes/incidents have been identified and dealt with appropriately and raise any community tension issues that have not already been identified and addressed by the appropriate agencies.

The Unit receives referrals from the police and other agencies such as Social Services, Mental Health, Housing and Care Workers. It co-ordinates the implementation of the Rotherham Vulnerable Adults Risk Management (VARM) framework, bringing together specialist workers from multiple disciplines to identify risk, seek solutions, challenge blockages and reduce the risk to an acceptable level, with consideration given to the Care Act 2014, the Mental Health Act, the Mental Capacity Act and other relevant legislation.

The unit provides early identification of vulnerable victims so that appropriate interventions can be put in place to reduce the risk of harm to those individuals.

### **Families for Change Programme**

In April 2012 the government launched the Troubled Families Programme, known in Rotherham as Families for Change, to incentivise local authorities and their partners to turn around the lives of over 120,000 families. The SRP works jointly on this agenda with other agencies.

Phase One of the programme aimed to work with families where children are not attending school, young people are committing crime, families are involved in anti-social behaviour and adults are out of work.

Our Families for Change Programme met the target at the end of phase one (March 31st 2015) to turn around its targeted number of 730 families.

In June 2014 the government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach an additional 400,000 families across England. For Rotherham this means an additional 2470 families will be targeted. In Rotherham we began to deliver the expanded programme in April 2015.

Phase Two brings an explicit expectation that the Troubled Families work will be a driver for organisational change. In Rotherham, the Improvement Plan, 'A Fresh Start', sets out how we intend to achieve four key outcomes, including 'Rotherham being a Child-Centred borough, where young people are supported by their families and their community, and are protected from harm'. Families for Change will support change, particularly in the way that services are organised to meet the needs of families who are experiencing problems.

## Community Justice Panels

Community Justice Panels, also known as Neighbourhood Justice Panels, bring victims and perpetrators together to resolve conflict and the harm caused by anti-social behaviour and crime.

The Panels are not designed to punish individuals, rather encourage perpetrators to acknowledge the impact of what they have done and make amends to the victim and the wider community by apologising and engaging in reparative work.

The Panels deal with categories of low-level crime and anti-social behaviour, including neighbour disputes, criminal damage, thefts and assaults, taking referrals from the Police, Council and other partners where appropriate.

Successful panels have been established in Sheffield and Barnsley for some time and Doncaster has recently introduced a panel.

In 2015, supported by the Office of the South Yorkshire Police and Crime Commissioner, Rotherham Council employed a full time Co-ordinator to establish panels in Rotherham, including the recruitment of an appropriate number of trained volunteers to facilitate the panel meetings. The Rotherham Panel started taking referrals in April 2016.

## Together Rotherham Pathways Project

The Rotherham Pathways project is based in Riverside House and is one of six that form part of a three-year (Ending December 2016) national 'Transition to Adulthood Pathway' programme to deliver interventions to young adults involved with the criminal justice system. Together runs the project in partnership with South Yorkshire Police, Rotherham Metropolitan Borough Council and Rotherham Doncaster and South Humber Mental Health NHS Foundation Trust (RDaSH).

The project offers support to vulnerable young adults aged 17-24-years-old, in contact with police and emergency services in Rotherham. They work with individuals who are at risk of offending or are at a pre-conviction stage to respond to their needs at the earliest possible stage of contact.

Based on a holistic assessment, individuals are given practical support to manage their mental wellbeing and to access community resources, from employment and training, to housing, mental health and substance misuse services. Workers also support young adults to identify, understand and alter any behaviour that is perpetuating their mental distress. They work with individuals to develop tools that enable them to sustain these changes, for example, emotional awareness, assertiveness, negotiation and problem-solving skills. A key focus is on strengthening their informal support networks and relationships.

Young adults are supported for approximately six months, for up to six hours per week (dependent on individual need) with the aim being that on leaving the service, they will have developed a personal set of resources that will reduce their mental distress, risk of offending and dependency on emergency services.

### **Private Landlord Selective Licensing Scheme**

Rotherham Council introduced a mandatory licensing of private sector lets in four areas of the borough in 2015 which lasts until 2020. These Selective Licensing areas are Eastwood, Masbrough, Maltby South East and Dinnington.

The Selective Licensing scheme is intended to drive up the quality of private rented housing in those areas where it applies. It is designed to improve the lives of tenants and their local communities. Since its introduction, more than 1000 properties have been registered with the scheme, which accounts for more than 80% of the estimated licensable houses in these areas. The licences require landlords to abide by certain conditions relating to the management of their property, and licensed properties will be regularly inspected to ensure this happens.

Failing to license a house or breaching the conditions of licences can also result in a range of penalties Court. These can be financial penalties through the courts, revocation of licences, rent repayment orders or, ultimately, a management order.



**The Safer Rotherham Partnership**

Community Safety & Anti-Social Behaviour Unit

Community Safety & Street Scene

Environment & Development Services

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Visit the Safer Rotherham Partnership Website at:

**[www.rotherham.gov.uk/srp](http://www.rotherham.gov.uk/srp)**

**Appendix 1**

National Policy & Key Policy Drivers

**Appendix 2**

Priorities and links to other plans and strategies

**Appendix 3**

Commissioning Framework 2016/17

## National Policy & Key Policy Drivers

Since 2010 the SRP has operated in a time of significant change in the public sector. Key statutory partners who make up the SRP have faced reductions in expenditure and resources. Home Office grants to the SRP have also reduced significantly.

In 2011 some legislation and performance requirements relating to the SRP were repealed, however, many statutory requirements placed on the responsible authorities remain. The SRP no longer operates in the context of a National Community Safety Strategy but there are key thematic policy drivers which influence our strategic direction.

### Key Policy Drivers

#### Anti-Social Behaviour, Crime & Policing Act 2014

The Act introduced new powers to tackle anti-social behaviour (ASB) that provide better protection for victims and communities. The new Community Trigger and Community Remedy will empower victims and communities, giving them a greater say in how agencies respond to complaints of ASB and in out of court sanctions for offenders. The SRP has worked with the Police and Crime Commissioner (PCC) to implement the new measures contained within the Act which commenced in October 2014.

## Transforming Rehabilitation: A Strategy for Reform

The Transforming Rehabilitation Programme implemented Government plans to transform the way in which offenders are managed in the community, in order to bring down re-offending rates.

*The key aspects of the reforms are:*

- The creation of a new public sector National Probation Service to manage high risk offenders (June 2014)
- The creation of twenty one regional private sector Community Rehabilitation Companies (CRCs) managing all other offenders (February 2015)
- Every offender released from custody will receive statutory supervision and rehabilitation in the community.
- A nationwide 'Through the Prison Gate Resettlement Service' put in place, meaning most offenders are given continuous support by one provider from custody into the community. Offenders are held in a prison designated to their area for at least three months before release.
- New payments by results incentives for CRCs to focus on reforming offenders

## Police and Crime Commissioners (PCC)

In November 2012 the first PCC for South Yorkshire was elected, replacing Police Authorities who were a responsible authority on the SRP. A range of funding streams was transferred from the SRP to the PCC in April 2013.

In November 2014, Dr Alan Billings was elected the South Yorkshire PCC following the resignation of the previous Commissioner and was re-elected in May 2016. A renewed South Yorkshire Police & Crime Plan was published in March 2016 which places emphasis on restoring trust in the police service and 'enabling people to feel safe and be safe'. The SRP and PCC work collaboratively on shared strategic Priorities within the parameters of this plan.

## New Domestic Abuse Measures

In March 2014 the Domestic Violence Disclosures Scheme (Known as Clare's Law) was extended to Police Forces across England and Wales. It followed a successful 14 month pilot in four police force areas, which provided more than 100 people with potentially life-saving information. It is a scheme allowing the police to disclose to individuals details of their partners abusive past.

Further protection has been provided through the introduction of Domestic Violence Protection Orders (DVPOs); a new power introduced by the Crime and Security Act 2010. It enables the

police to put in place protection for the victim in the immediate aftermath of a domestic violence incident. Under DVPOs, the perpetrator can be prevented from returning to a residence and from having contact with the victim for up to 28 days, allowing the victim a level of respite to consider their, with the help of a support agency. This provides the victim with immediate protection.

## Ending Violence against Women and Girls Strategy 2016 – 2020

Through this refreshed strategy in March 2016, the Government have set out its vision to tackle violence against women and girls in all its forms over the next four years. It is intended to drive a transformation in the delivery of Violence against Women and Girls (VAWG) services, make prevention and early intervention the foundation of its approach, and embed VAWG as 'everyone's business' across agencies, services and the wider public

## Working Together to Safeguard Children 2015

In March 2015, the Department for Education brought out new guidance for people working with children in England, Working Together to Safeguard Children (2015).

This guidance updates the previous version, Working Together to Safeguard Children (2013). Although not a major review, the 2015 guidance includes changes around:

- How to refer allegations of abuse against those who work with children;
- Clarification of requirements on local authorities to notify serious incidents; and
- The definition of serious harm for the purposes of serious case reviews.

The 2015 guidance also incorporates legislation and statutory guidance published since 2013.

#### Counter Terrorism and Security Act 2015

The threat to the United Kingdom (UK) from the terrorist organisation Islamic State has resulted in the threat level to the UK being raised to severe. This means an attack is highly likely.

The government responded to this threat by introducing the Counter Terrorism and Security Act 2015.

The Act puts Channel on a statutory footing. Channel is a multi-agency approach to provide support to individuals at risk of being drawn into terrorist related activity. It forms a key part of the governments Prevent Strategy which aims to stop people becoming terrorists or supporting any form of terrorism. Channel seeks to:

- Safeguard individuals who might be vulnerable to being radicalized, so that they are not at risk of being drawn into terrorist related activity.
- Ensure that individuals and communities have the ability to resist all forms of terrorism and violent extremist activity likely to lead to terrorism.

The Channel process identifies those most at risk from radicalisation and refers them, via the police, for assessment by a multi-agency panel. The panel then considers how best to safeguard them by ensuring they have access to support from mainstream services, such as health and education, through to specialist mentoring or faith guidance and wider diversionary activities. Each support package is monitored and reviewed regularly by the multi-agency panel.

Under the new Act, specified authorities (local authorities, police, education, probation, prisons and health) have a duty, while exercising its functions, to have due regard to the need to prevent people from being drawn into terrorism.

### Organised Crime

In October 2013 the government published its Serious and Organised Crime Strategy to deal with the challenges faced from serious and organised crime. It was published to coincide with the launch of the National Crime Agency (NCA) and reflects changes to the threats we face and lessons learned from previous work.

Organised crime includes drug trafficking, human trafficking and organised illegal immigration, high value fraud and other

financial crimes, counterfeiting, organised acquisitive crime and cyber-crime. The strategy also deals with serious crime which demands a national coordinated response, notably other fraud and Child Sexual Exploitation (CSE).

Organised crime is a threat to national security. It cost the UK at least £24 billion each year, leads to loss of life and can deprive people of their security and prosperity.

The aim of the strategy is to substantially reduce the level of serious and organised crime affecting the UK and its interests. It uses the framework developed for counter-terrorist work and has four components: prosecuting and disrupting people engaged in serious and organised crime (Pursue); preventing people from engaging in this activity (Prevent); increasing protection against serious and organised crime (Protect); and reducing the impact of this criminality where it takes place (Prepare).

## **Gang Violence and Exploitation**

In January 2016 the government published the document Ending Gang Violence and Exploitation which sets out a refreshed approach to tackling gang related violence and exploitation, and its priorities for the future. It is aimed at local partners, especially in the 52 local areas that have already worked on the Home Office funded 'Ending Gang and Youth Violence programme. Although Sheffield is currently the only area in South Yorkshire involved with the programme, its

proximity to Rotherham and the potential for cross-border activity cannot be underestimated.

The government has identified the following six priorities to support this refreshed approach with the expectation that partners continue to work closely together and have a good understanding of current and emerging local problems and how they can be addressed more effectively:

- Tackle county lines – the exploitation of vulnerable people by a hard core of gang members to sell drugs.
- Protect vulnerable locations – places where vulnerable young people can be targeted, including pupil referral units and residential children's care homes.
- Reduce violence and knife crime – including improving the way national and local partners use tools and powers.
- Safeguard gang-associated women and girls – including strengthening local practices.
- Promote early intervention – using evidence from the Early Intervention Foundation to identify and support vulnerable children and young people (including identifying mental health problems).
- Promote meaningful alternatives to gangs such as education, training and employment.

## Cyber-Crime

In November 2013 the government published a progress update on its National Cyber Security Strategy. The first year saw activity across a wide range of areas and with many partners, generating increasing momentum across the National Cyber Security Programme. Key enabling structures and capabilities were introduced or enhanced and groundwork laid. Since that time the government has built on this groundwork to deliver real progress. This year is about continuing to cement that progress and filling gaps where work to date has shown there is more to do.

The government's forward plan focusses on the core Priorities of:

- Further deepening our national sovereign capability to detect and defeat high end threats.
- Ensuring law enforcement has the skills and capabilities needed to tackle cyber- crime and maintain the confidence needed to do business over the internet.
- Ensuring critical UK systems and networks are robust and resilient.
- Improving cyber awareness and risk management amongst UK business.
- Ensuring members of the public know what they can do to protect themselves and are demanding good cyber security in the products and services they consume.

- Bolstering cyber security research and education so we have the skilled people and know how we need to keep pace with this fast moving issue into the medium term.
- Working with international partners to bear down on havens of cyber-crime and build capacity and to help shape international dialogue to promote an open, secure and vibrant cyberspace.

## Code of Practice for Victims of Crime

In October 2015 the Ministry of Justice published a Code of Practice for Victims of Crime. This Code forms a key part of the wider Government strategy to transform the criminal justice system by putting victims first, making the system more responsive and easier to navigate. Victims of crime should be treated in a respectful, sensitive, tailored and professional manner without discrimination of any kind. They should receive appropriate support to help them, as far as possible, to cope and recover and be protected from re-victimisation. It is important that victims of crime know what information and support is available to them from reporting a crime onwards and who to request help from if they are not getting it.

The Code sets out the services that must be provided to victims of crime by organisations in England and Wales and sets minimum standards for those services.

## Priorities and Links to other Plans and Strategies

The SRP works collaboratively on a range of shared Priorities to make Rotherham a safer place to live work and visit. These shared Priorities and how they are delivered are detailed in the following table.

Safer Rotherham Partnership Priority	Other Plans & Priorities
1. Reduce the threat and harm of becoming a victim of Child Sexual Exploitation	<p><b>Rotherham Together Partnership Plan 2016/17 - Themes</b></p> <ul style="list-style-type: none"> <li>• <b>1. Bringing People Together</b></li> <li>• Key Action: Let's Get Rotherham Talking</li> <li>• <b>2. Opportunity &amp; Equality</b></li> <li>• Key Action: Let's Get Rotherham Working</li> <li>• <b>3. Welcoming Places</b></li> <li>• Key Action: Let's Get Rotherham Cleaning</li> </ul> <p><b>Rotherham Children &amp; Young Peoples Plan - Priorities:</b></p> <ul style="list-style-type: none"> <li>• We will ensure children have the best start in life</li> <li>• We will engage with parents and families</li> <li>• We will reduce the harm to children and young people who are exposed to domestic abuse, alcohol and substance misuse and neglect</li> <li>• We will work with partners to eradicate child sexual exploitation from the borough</li> </ul>
2. Building Confident & Cohesive Communities	
3. Reduce the threat and harm to victims of domestic abuse, stalking, harassment, honour based abuse, forced marriage and reducing the harm to victims	
4. Reducing and managing anti-social behaviour and criminal damage	
5. Reducing the risk of becoming a victim of Domestic Burglary	
6. Reducing Violent Crime & Sexual Offences	



Safer Rotherham Partnership Priority	Other Plans & Priorities
	<ul style="list-style-type: none"> <li>• We will focus on all children and young people making good progress in their learning and development</li> <li>• We will target support to families in greatest need to help access learning/employment opportunities</li> </ul> <p><b>South Yorkshire Police &amp; Crime Plan 2013/17 (Refreshed March 2016) Strategic Priorities</b></p> <p><b>1. Protecting Vulnerable People.</b></p> <ul style="list-style-type: none"> <li>• Effective action tackling child sexual exploitation, rape and serious sexual offences. Effective response to threats to the most vulnerable people. Appropriate response by police and justice services to those suffering mental health issues.</li> </ul> <p><b>2. Tackling Crime &amp; Anti-Social Behaviour.</b></p> <ul style="list-style-type: none"> <li>• Effective action tackling crime, anti-social behaviour and re-offending.</li> <li>• Targeted response to those who cause most harm in the community and intervention with others before they enter the criminal justice system.</li> <li>• Prioritising the crime and behaviours that cause the most harm within the community.</li> </ul>

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Safer Rotherham Partnership Priority	Other Plans & Priorities
	<p><b>3. Enabling Fair Treatment.</b></p> <ul style="list-style-type: none"> <li>• Planned engagement that seeks public feedback to inform the delivery of policing and crime services</li> <li>• Deploying resources to areas of highest demand based on threat, harm and risk</li> <li>• Finding ways to understand and address appropriately feelings of safety</li> <li>• Services that inspire trust in the general public</li> <li>• Recognise staff confidence and morale and adherence to codes of ethics and professional practice as central to delivering an efficient and effective police service</li> </ul> <p><b>Rotherham Local Safeguarding Children Board Business Plan 2014/15</b></p> <ul style="list-style-type: none"> <li>• Child Sexual Exploitation</li> <li>• Child Neglect</li> <li>• Domestic Abuse</li> <li>• Providing Early Help</li> </ul>

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Safer Rotherham Partnership Priority	Other Plans & Priorities
	<p data-bbox="1176 469 1982 539"><b>Rotherham Local Safeguarding Children Board Business Plan 2014/15</b></p> <ul data-bbox="1176 568 1527 740" style="list-style-type: none"> <li>• Child Sexual Exploitation</li> <li>• Child Neglect</li> <li>• Domestic Abuse</li> <li>• Providing Early Help</li> </ul> <p data-bbox="1176 791 1870 826"><b>Child Sexual Exploitation Delivery Plan 2015/18</b></p> <ul data-bbox="1176 855 1998 1445" style="list-style-type: none"> <li>• Prevent children and young people from becoming sexually exploited through effective leadership, governance and a wider culture embedded within organisations that recognise the root causes of CSE, the signs and risk indicators and do all they can to tackle them</li> <li>• Protecting children and young people who are at risk of sexual exploitation as well as those already victims and survivors</li> <li>• Pursue relentlessly perpetrators of CSE, leading to prosecutions of those responsible</li> <li>• Provision of support for survivors of CSE, ensuring their needs are met</li> <li>• Ensure the participation of all children, young people and families, ensuring that their voices are heard and listened to at all times</li> </ul>

Safer Rotherham Partnership Priority	Other Plans & Priorities
	<p><b>Adult Safeguarding Strategy Priorities</b></p> <ul style="list-style-type: none"> <li>• Review and update the Board’s organisation to give it the capacity to deliver its strategic Priorities and promote a constructive and challenging culture.</li> <li>• Review and update the Board’s constitution to maximise partnerships and establish its identity.</li> <li>• Involve the public in planning, quality assurance, service provision and communication.</li> <li>• Promote a culture change within all the organisations to embed a person-centred approach.</li> <li>• Establish a user-friendly reporting framework which measures and assures the Board’s work and its impact on safeguarding.</li> </ul> <p><b>Rotherham Joint Health &amp; Wellbeing Strategy Priorities</b></p> <ul style="list-style-type: none"> <li>• Rotherham people will get help to stay healthy and increase their wellbeing</li> <li>• All Rotherham people will have high aspirations for their health &amp; wellbeing and expect good quality services in their community, tailored to their personal circumstances</li> </ul>

Safer Rotherham Partnership Priority	Other Plans & Priorities
	<ul style="list-style-type: none"> <li>• Rotherham people will increasingly identify their own needs and choose solutions that are best suited to their personal circumstances</li> <li>• People in Rotherham will be aware of health risks and be able to take up opportunities to adopt healthy lifestyles</li> <li>• Rotherham people will be able to manage long term conditions so that they are able to enjoy the best quality of life</li> <li>• Reduce poverty in disadvantaged areas through policies that enable people to fully participate in everyday social activities and the creation of more opportunities to gain skill and employment</li> </ul>



## Our Vision

Working together to make Rotherham Safe, to keep Rotherham safe and to ensure the communities of Rotherham feel safe.

## Our Priorities 2016/17

1. Reducing the threat of child sexual exploitation and the harm to victims (Gary Ridgway – Evolve Project)
2. Building confident and cohesive communities (Zafar Saleem\* – RMBC)
3. Reducing the threat of domestic abuse and reducing the harm to victims (RMBC Domestic Abuse Co-ordinator)
4. Reducing and managing anti-social behaviour and criminal damage (Chief Insp Richard Butterworth/Steve Parry-RMBC)
5. Reducing the risk of becoming a victim of Domestic Burglary (Det Chief Insp Sarah Poolman)
6. Reducing violent crime and sexual offences (Det Chief Insp Sarah Poolman)

## Funding

For 2016/17 the South Yorkshire Police & Crime Commissioner has allocated a Community Safety Fund of £224,550.00 to the Safer Rotherham Partnership as a contribution towards tackling both the Partnerships and Commissioners priorities.

It is the role of the Safer Rotherham Partnership to oversee the delivery of the Partnership Plan, including how financial and other resources are utilised. At each of its bi-monthly meetings the Safer Rotherham Partnership Board will receive a report on our performance against our Priorities, to ensure that we are able to address any areas of concern and task any action to be taken.

The Safer Rotherham Partnership Board has delegated the responsibility on how this funding is utilised to its Performance & Delivery Group, with a fresh emphasis towards a commissioning process as opposed to previous bidding processes. As part of this process, the Board will prioritise projects and activity that directly address the following priorities:

- Improving Community Cohesion in Rotherham
- Tackling Hate Crime
- Addressing issues around domestic abuse, violent crime and the night time economy

All services and activity commissioned will:

- Target the partnerships 2016/17 priorities through the agreed approach (below)
- Demonstrate value for money
- Fully comply with the Funding Allocation conditions of the Police & Crime Commissioners Office
- Have the support of the respective Partnership Priority Group/ Theme Lead
- Be agreed by the Performance & Delivery Group (Both Joint Chairs if necessary and between meetings)

As part of its overall function, the Partnership Priority Group/ Theme Lead is accountable to the Performance & Delivery Group for performance against their respective priority. A key part of this process is the identification and commissioning of services and activity.

## Value for public money

Achieving the partnerships vision, against an increasingly difficult financial and economic backdrop, means that even greater emphasis is being placed on changing the way we commission and deliver better services and improve value for money.

The Safer Rotherham Partnership aims to provide an environment where those residing, visiting and working within the borough do not fear crime and ASB and show confidence in our response to tackling it. Activity to deliver this and the overall vision will be focussed on the following principles which will be reflected in the commissioning of services as part of the funding process.

## Our 'over-arching' approach to financial resource allocation is to:

- Invest in prevention activity
- Adopt a neighbourhood working approach
- Adopt and share good practice
- Look to improve outcomes by working more closely with the community and local partners
- Increase public confidence

## How are we going to do this?

- Explore the possibility of joining up resources and sharing facilities – to achieve more for less
- We will focus our resources on prevention activity to reduce the longer term cost.
- We will strengthen our neighbourhood working by adapting services according to the needs of the local communities rather than having a one size fits all approach.
- The partnership will adopt and share good practice with other Community Safety Partnerships and local authorities to save resources and to achieve desired outcomes.
- At an early stage engage with the voluntary, community and faith sectors in developing community led responses to crime and disorder issues, be that through community development or through a commissioning process.

## Partnership Approach

### Prevention and Early Intervention

Ensure an holistic approach to tackling crime and ASB which emphasises prevention and changing behaviour.

Targeted prevention and early intervention plays an essential role in the reduction of crime and ASB. Where possible, prevention is always preferable to a cure and therefore it is important that the services are capable of working in partnership, to deliver preventative strategies, and thereby minimise the risk of becoming a victim.

### Enforcement

To deal quickly, sensitively and appropriately with all incidents of crime and ASB in accordance with published procedures and legal remedies.

Partners are equipped with a range of legal tools and powers for use against persistent offenders. Whilst support and early intervention is recognised as playing a huge role in reducing crime and ASB, we must not shy away from using enforcement where issues persist.

## Support and Reassurance

Develop sensitive and tailored support protocols for crime and ASB victims and witnesses, particularly repeat victims, along with broader reassurance for the wider community.

Support plays a large part in the resolution of crime and ASB both in terms of reducing offending and its impact on the victim. Support should be more frequently utilised as a means to seek a resolution as the benefits often impact a large range of agencies and hold greater potential to provide a resolution long term. It is important that services remain focussed on the needs of the victims and are equipped to recognise where issues may exist and access the relevant help and support on behalf of the individuals we are working with.

Reassurance to the wider community of actions and availability of services to tackle crime and ASB is paramount. Communities need to feel confident in the joint services offered and the strength of the partnership.

## Partnership Working

To have effective partnerships at a local level with statutory and other agencies on the sharing of information and tackling crime and ASB.

No one agency alone holds the key to resolving all problems. Support is widely accepted as being more effective, when successful, in reducing crime and ASB long term; particularly where issues relate to mental health, substance misuse and complex family history/problems.

### For further information contact:

The Safer Rotherham Partnership

Community Safety Unit  
RMBC  
Riverside House  
Main Street  
Rotherham  
S60 1AE

Tel: 01709 334562

[Community.safety@rotherham.gov.uk](mailto:Community.safety@rotherham.gov.uk)

## Safer Rotherham Partnership Funding Framework 2016/17

### **Our Vision**

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1. Reducing the threat of child sexual exploitation and the harm to victims
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## Overview and Scrutiny Management Board – 16 Sept 2016

### Title: Scrutiny work programme and prioritisation

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

No

### Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

### Report Author(s)

Caroline Webb, Senior Adviser (Scrutiny and Member Development)  
(01709) 822765 [caroline.webb@rotherham.gov.uk](mailto:caroline.webb@rotherham.gov.uk)

### Ward(s) Affected

All

### Summary

This paper provides Members with an outline work programme. This follows an informal work planning session held on July 8, 2016 with Overview and Scrutiny Management Board (OSMB) members and subsequent sessions held with individual commissions.

Members are also asked to consider the Forward Plan of Key Decisions to determine if there are items they wish to schedule for discussion at a future OSMB Pre-Decision Scrutiny meetings or refer to the appropriate select commission for their consideration.

### Recommendations

#### That consideration be given to:

1. The prioritised items within OSMB's work programme 2016/17;
2. The prioritised items in the respective work programmes of each select commissions;
3. The Forward Plan of Key Decisions to determine if there are items they wish to schedule for discussion at a future OSMB Pre-Decision Scrutiny meetings or refer to the appropriate select commission for their consideration;
4. The request from Cabinet for Improving Lives Select Commission to undertake a review to explore the effectiveness of alternative delivery models of children's social care and how this impacts on accountability, improvement and the delivery of the authority's statutory social care duties.

### List of Appendices Included

Appendix 1: Terms of reference for OSMB and Select Commissions (Overview and Scrutiny Procedure Rules: Schedule 1 and 2, February 2016)

Appendix 2: Forward Plan of Key Decisions (September – November 2016)

**Background Papers**

Nil

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

N/A

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Report title: Scrutiny work programme and prioritisation**

**1 Recommendations**

**That consideration be given to:**

- 1.1 The prioritised items within OSMB's work programme 2016/17;
- 1.2 The prioritised items in the respective work programmes of each select commissions;
- 1.3 The Forward Plan of Key Decisions to determine if there are items they wish to schedule for discussion at a future OSMB Pre-Decision Scrutiny meetings or refer to the appropriate select commission for their consideration
- 1.4 The request from Cabinet for Improving Lives Select Commission to undertake a review to explore the effectiveness of alternative delivery models of social care and how this impacts on accountability, improvement and the delivery of the authority's statutory social care duties.

**2 Background**

2.1 OSMB held an informal work planning session on July 8, 2016 facilitated by the Centre for Public Scrutiny to consider what items to include in the work programme for scrutiny for the 2016/17 municipal year. The aims of the session were as follows:

- A clear way forward for prioritising the work of scrutiny to ensure an achievable programme that adds value.
- Agreement on basic principles and working practices.
- A preliminary 'long-list' of key areas for inclusion in scrutiny work programme for OSMB and all select Commissions, with a plan for shortlisting and wider consultation.
- An action plan for the next steps.

2.2 OSMB adopted the use of the '**PAPERS**' prioritisation tool. The acronym PAPERS gives a framework for prioritising the scrutiny work programme.

**Public Interest:** the concerns of local people should influence the issues chosen for scrutiny;

**Ability** to change: priority should be given to issues that the Committee can realistically influence;

**Performance:** priority should be given to the areas in which the Council and other agencies are not performing well;

**Extent:** priority should be given to issues that are relevant to all or large parts of the district;

**Replication:** work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort;

**Statutory responsibility:** where an issue is part of a statutory duty to scrutinise or hold to account (or the area under scrutiny is a statutory, high profile responsibility)

2.3 A number of action points were agreed at this meeting:

2.3.1 Each select commission and OSMB will agree its prioritised work programme at their next available meeting. The Audit Committee will be mindful of the scrutiny priorities in developing its work plan.

2.3.2 Once issues for review have been identified, members, in conjunction with officers, will scope the terms of reference and determine the most appropriate style of review

to undertake to ensure an effective outcome within the available capacity.

- 2.3.3 All plans will be formally signed off by OSMB, providing an opportunity to co-ordinate activities and timetabling to maximise synergies and value added.
- 2.3.4 Members agreed that the work programme will need to remain flexible throughout the year to allow for any policy changes or emerging issues which warrant investigation. As a consequence, all work programmes should allow 'headroom' in their planning to ensure there is capacity for this flexibility.
- 2.3.5 The work programme should be kept under review throughout the year to ensure it stays on track and any adjustments needed can be made. Review of the work programme will be a standing item at each meeting.
- 2.3.6 Each Select Commission Chair and Vice-Chair will meet with the relevant portfolio holder(s) on a monthly basis to discuss policy and performance issues, planned and on-going scrutiny reviews and any emerging issues within their portfolio.

### 3 Key Issues

3.1 OSMB and each of the three commissions used the PAPERS prioritisation tool to inform their work programmes. These prioritised areas are outlined in para 3.2 – 3.5. In developing its work programme, OSMB and Select Commissions should be mindful of the timeliness of the matters under consideration and ensure that it leaves sufficient flexibility within its work programme to undertake any pre-decision scrutiny arising from matters in the Forward Plan of Key Decisions or any items referred to it directly from Cabinet.

#### 3.2 OSMB

Members prioritised the following issues for OSMB review for the remainder of this year (in addition to monthly pre-decision scrutiny meetings). Members are asked to consider the 'long-list' to discuss scheduling:

Agenda Item
<ul style="list-style-type: none"> <li>• Budget and Medium Term Financial Strategy (MTFS)                             <ul style="list-style-type: none"> <li>– Scrutiny of developing 2017/18 Council Budget and 2017/18 – 2019/20 MTFS</li> <li>– In-year monitoring of 2016/17 Budget with specific focus on achievement of income generation targets.</li> <li>– In-depth bi-monthly monitoring and review of Children's and Adults Social Care transformation/savings programmes.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Corporate performance monitoring – any areas warranting further scrutiny will be passed to relevant Select Committee.</li> </ul>
<ul style="list-style-type: none"> <li>• Crime and Disorder</li> </ul>
<ul style="list-style-type: none"> <li>• Children's Commissioner Takeover Challenge</li> </ul>
<ul style="list-style-type: none"> <li>• Sheffield City Region development</li> </ul>

#### 3.3 Health Select Commission

3.3.1 The following items are to be scheduled in the meetings until April 2017.

Agenda Item
<ul style="list-style-type: none"> <li>• Sustainability and Transformation – Rotherham Place Plan and powerpoint</li> <li>• Commissioners Working Together Programme (CWTP) <ul style="list-style-type: none"> <li>– hyper acute stroke services / non-specialised children’s surgery and anaesthesia</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Scrutiny review update - Child and Adolescent Mental Health Services (CAMHS)</li> <li>• Response to Rotherham Youth Cabinet Children’s Commissioner’s Takeover Challenge review “<i>Improving Access to CAMHS</i>”</li> </ul>
<ul style="list-style-type: none"> <li>• ASC performance 2015-16 (benchmarking and half year to date)</li> <li>• Learning Disability and Autism update</li> </ul>
<ul style="list-style-type: none"> <li>• Overview of Adult Social Care Development Programme/Better Care Fund action plan</li> <li>• Update from Rotherham Hospital on acute/community transformation and integration</li> <li>• Social prescribing evaluation – mental health</li> </ul>
<ul style="list-style-type: none"> <li>• Interim GP strategy progress update</li> <li>• Reablement and intermediate care</li> </ul>
<ul style="list-style-type: none"> <li>• Quality accounts</li> <li>• Carers Strategy Progress – action plan implementation and outcome of support service mapping</li> </ul>

### 3.4 Improving Lives Select Commission

3.4.1 The following items are to be scheduled in the meetings until March 2017:

Agenda Item
<ul style="list-style-type: none"> <li>• <b>Domestic Abuse:</b> New Ofsted framework and ‘health-check’ of current services</li> <li>• <b>Local Children’s Safeguarding Board Annual Report</b></li> <li>• Scrutiny of the Annual Report</li> </ul>
<ul style="list-style-type: none"> <li>• <b>CSE (post-abuse support)</b> Focus on recovery. How do we know if services are making a positive difference to CSE survivors?</li> <li>• <b>Adult Safeguarding Annual Report</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Early Help</b> Impact of early help offer – 12 months on</li> </ul>
<ul style="list-style-type: none"> <li>• <b>SEND (Special Educational Needs and Disability)</b> Following the Children and Families Act 2014, how has provision changed for children with special educational needs and disabilities?</li> </ul>

3.4.2 In addition to the areas outlined above, Cabinet has made a request that Improving Lives Select Commission undertake a review to explore the effectiveness of alternative delivery models of social care and how this impacts on accountability, improvement and the delivery of the authority’s statutory social care duties. A more detailed, specific programme for this inquiry will be prepared, with the aim to produce a final report by March 2017.

### 3.5 Improving Places Select Commission

Their prioritisation meeting agreed three areas for task and finish groups. These are to be scheduled between September and April.

Emergency Planning (work has commenced on this review)
Public Transport across the Borough – including rural areas
Regeneration of Town Centres

3.5.1 Each of Improving Places scheduled meeting will have a regular reports to the Commissions. These will include updates on Housing Strategy; HRA and Dignity Bereavement service as well as reports on progress of previous scrutiny reviews.

#### **4 Options considered and recommended proposal**

4.1 Members of OSMB and each Select Commission have commenced the process of planning a work programme and this paper is submitted to assist the process of finalisation.

#### **5 Consultation**

5.1 In developing its work programme, OSMB and Select Commissions should have regard to input from the Cabinet, Senior Leadership Team, partners and the public who may identify issues which may be relevant to its remit.

#### **6 Timetable and Accountability for Implementing this Decision**

6.1 OSMB and each Select Commission are responsible for the preparation and delivery of their respective work programmes, with support provided by the Scrutiny Team and designated Link Officer from the council's Strategic Leadership Team.

#### **7 Financial and Procurement Implications**

7.1 There are no financial or procurement implications arising from this report.

#### **8 Legal Implications**

8.1 There are no legal implications arising from this report.

#### **9 Human Resources Implications**

9.1 Members should have regards to the human resources required to undertake the activities within a work programme. In doing so, Members should be mindful of their own commitments as well as the available officer resource to support any activity across the authority.

#### **10 Implications for Children and Young People and Vulnerable Adults**

10.1 Good scrutiny is an essential part of providing critical checks and balances to the performance and quality of all aspects of safeguarding. It provides a mechanism to hold the executives and partners to account.

#### **11 Equalities and Human Rights Implications**

11.1 In developing a work programme, the Commission should be mindful of the equalities implications of the issues prioritised for scrutiny.

## **12 Implications for Partners and Other Directorates**

12.1 Overview and scrutiny activity will have implications for partners and other directorates. The Commission has been allocated a link officer to work with Members to identify possible implications in the planning of its work programme.

## **13 Risks and Mitigation**

13.1 There are no risks directly arising from this report.

## **14 Accountable Officer(s)**

James McLaughlin, Democratic Services Manager and Statutory Scrutiny Officer

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- N/A

Assistant Director of Legal Services:- N/A

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

*Caroline Webb Senior Adviser (Scrutiny and Member Development)*  
**01709 822765** [caroline.webb@rotherham.gov.uk](mailto:caroline.webb@rotherham.gov.uk).

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

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

**Schedule 1****Overview and Scrutiny Management Board***Terms of reference*

- 1) The OSMB's terms of reference are as follows –
- consider matters relating to the conduct, structure and procedures of overview and scrutiny;
  - provide overview and scrutiny of the Council's values, plans and strategies and to make recommendations for improvements as it considers appropriate;
  - co-ordinate and prioritise the overview and scrutiny work programme and assign work, as it considers appropriate, to the various select commissions
  - establish task-finish scrutiny working groups; this includes:-
    - determining their size and membership; and,
    - approving their terms of reference;
  - liaise with the Leader and Advisory Cabinet to regularly attend the OSMB to assist in consideration of the scrutiny work programme,
  - co-ordinate respective work programmes with the Chair of the Audit Committee, Chairs of Area Assemblies and Parish Councils to identify areas of joint working as appropriate and. minimise areas of duplication,
  - consider a request made under a Councillor Call for Action in relation to a local government matter (under the powers outlined in Section 119 of the Local Government and Public Involvement in Health Act 2007)
  - consider a request made under a Councillor Call for Action in relation to crime and disorder issues (under the powers outlined in the Police and Justice Act 2006).
  - act as the designated Crime and Disorder Committee under powers outlined in the Police and Justice Act 2006.
  - monitoring and holding to account the performance of service delivery within the Council and its partners etc with particular reference to the Corporate Plan and Community Strategy;
  - scrutinising and monitoring whether efficiency savings are achieved or exceeded;
  - co-ordinating the carrying out of value for money reviews;
  - scrutinising the annual budget setting process; and
  - monitoring the Council's budget and medium term financial strategy.
  - consider matters relating to equalities and diversity and the Council's specific initiatives to promote them;
  - make recommendations to the Commissioners, Advisory Cabinet, partners or to any organisation on issues scrutinised relevant to those bodies, and where appropriate, direct to Council;
  - co-ordinate for joint scrutiny activity with other authorities and non-executives/scrutineers from other bodies;

*Annual overview and scrutiny work programmes*

- to approve an annual overview and scrutiny work programme, including the programme of any sub- committees it appoints;



- to ensure that there is efficient use of the board's and overview and scrutiny select commission's time, and that the potential for duplication of effort is minimised.
- to ensure that members of the board and overview and scrutiny select commissions may efficiently carry out their work.
- to prepare and approve an annual overview and scrutiny work programme for implementation by the select commissions or their review groups, including –
  - liaison with the Commissioners, Advisory Cabinet and Senior Leadership Team,
  - service reviews conducted on the basis of a scheduled programme of reviews or in response to a matter brought to the committee's attention by –
    - an area assembly
    - an overview and scrutiny select commission;
    - an organisation with which the Council is in partnership, or
    - the public as a result of a public consultation exercise, or
    - the Plan of key decisions;
- reviews in consequence of the Council's Corporate Plan and Sustainable Community Strategy;
- performance reviews of joint authorities, committees and other bodies whose activities concern the borough and its inhabitants (eg the Police, and public transport operators);
- reviews under the statutory powers to scrutinise the health service;
- reviews under the Council's general power of competence and power to promote the well-being of the citizens of Rotherham;
- to monitor and review the implementation of changes made following the acceptance by the Council of recommendations in earlier scrutiny reports;
- to submit an annual report to the Council on the operation of overview and scrutiny select commissions and recommendations for future work, in accordance with article 8(6) of the Constitution;

*Cross-cutting issues and resolution of disputes*

- to determine which overview and scrutiny select commission will assume responsibility for any particular issue, where matters fall within the remit of more than one select commission and to resolve any issues of dispute between them;

*Requests for reports from Commissioners and management of referrals to Commissioners*

- to receive requests from the Commissioners and the Council or both for reports from a select commission and to allocate them as appropriate;
- to put in place and maintain a system to ensure that referrals from select commissions to the Commissioners, either by way of report or for reconsideration, are managed efficiently;

*Prioritising referrals to Commissioners to make decisions at the Commissioners' request about the priority of referrals to overview and scrutiny if the volume of referrals creates difficulty for the management of Commissioners' business, threatens the effective working of the overview and scrutiny process, or jeopardises the efficient running of council business;*

*Review or scrutiny of Council and reports to Commissioners*

- to make reports or recommendations to the Commissioners or the Council in respect of functions which are the responsibility of the executive;

- to review or scrutinise decision making processes or actions taken in connection with the discharge of functions which are not the responsibility of the Commissioners
- to make reports or recommendations to the Council in respect of functions which are not the responsibility of the executive;

*Matters affecting the borough or its inhabitants*

- to make reports or recommendations to the full Council or the Commissioners on matters which affect the borough or the inhabitants of the borough; and
- to arrange public consultation exercises for the purpose of assessing public satisfaction with current policies or to assist in the development of new policies.

*Membership of OSMB*

2) The membership of the OSMB shall comprise –

- a chairperson who shall be a councillor appointed by the Council;
- a vice-chairperson who shall be appointed by the Council; and
- the chairs and vice-chairs of the overview and scrutiny select commission who shall be councillors appointed by the Council
- sufficient opposition councillors nominated by Opposition Parties or councillors and appointed by the Council, to ensure political balance

*Committee meetings*

3) Ordinary meetings of the OSMB shall be set monthly for 9.00 am on Fridays.

4) Meetings of the OSMB will normally be held at the Town Hall, Rotherham, Moorgate Street, Rotherham, S60 2TH but may be held at other venues around the Borough as appropriate

**Schedule 2**

**TERMS OF REFERENCE FOR OVERVIEW AND SCRUTINY SELECT COMMISSIONS**

**MEMBERSHIP AND MEETINGS**

**1) MEMBERSHIP OF SELECT COMMISSIONS**

*Membership of Overview and Scrutiny Select Commissions*

- 1) The membership of each of the Council's overview and scrutiny select commissions shall comprise –
- a chairperson and vice-chairperson, who shall be members of the Council appointed annually by the Council;
  - other members of the Council appointed annually by the Council;
  - any non-voting co-optees appointed from time to time by each select commission; and
  - in the case of the Improving Lives Select Commission the education representatives appointed by the Council.

**2) SELECT COMMISSION MEETINGS**

- 1) 2) In consideration of its workload, including any annual overview and scrutiny work programme allocated to it by the OSMB, each overview and scrutiny select commission shall determine the frequency of its meetings.
- 3) Meetings of overview and scrutiny select commissions will normally be held at the Town Hall, Rotherham, Moorgate Street, Rotherham, S60 2TH but may be held at other venues around the Borough as appropriate.

**GENERAL FUNCTIONS**

**3) GENERAL FUNCTIONS**

Overview and scrutiny select commissions are tasked with the following general functions –

*Annual overview and scrutiny work programmes*

- Carrying out the annual overview and scrutiny work programme set for each select commission by the OSMB, including –
  - service reviews conducted on the basis of clear priorities set in response to Commissioners, Council or a matter brought to the select commission's attention by an area assembly, petition, other overview and scrutiny select commission, organisation with which the Council is in partnership, referral from tenant or user group bodies (for example area housing panels or Rotherham Youth Cabinet) or as a result of a public consultation exercise;
  - performance reviews of joint authorities, other select commissions and other bodies whose activities concern the borough and its inhabitants (eg the Police, and public transport operators).

*Requests for reports from OSMB*

- Submitting reports commissioned by the OSMB in response to requests from the Commissioners or the Council (or both) for reports from overview and scrutiny select commissions.

*Reports in respect of executive functions*

- Submitting reports with recommendations to the Commissioners or the full Council in respect of functions which are the responsibility of the executive and which fall within the remit of the particular select commission.

*Review and scrutiny of non-executive decisions*

- Reviewing and scrutinising decisions made or actions taken in connection with the discharge of functions which are not the responsibility of the executive but which fall within the remit of the particular select commission.
- Submitting reports with recommendations to the full Council in respect of functions which are not the responsibility of the executive but which fall within the remit of the particular select commission.

*Matters affecting the borough or its inhabitants*

- Submitting reports commissioned by the OSMB with recommendations on matters that affect the borough or the inhabitants of the borough for submitting to the Council or the Commissioners
- Arranging public consultation exercises for the purpose of assessing public satisfaction with current council policies or to assist in the development of new policies.

SPECIFIC FUNCTIONS

4) 5) **HEALTH**

The Health Select Commission is tasked with carrying out in-depth overview and scrutiny as directed by the OSMB, including –

- performing the role of the Council's designated scrutiny body for any issue relating to health and the public health agenda including those functions contained within the Local Authority (Public Health, Health and Wellbeing Board and Health Scrutiny) Regulations 2013;
- scrutinising the health services commissioned for the people of Rotherham (under the powers of health scrutiny as outlined in the Health and Social Care Act 2001);
- scrutinising partnerships and commissioning arrangements in relation to health and well-being and their governance arrangements and the integration of health and social care services and budgets
- scrutinising measures for achieving health improvements and the promotion of wellbeing for Rotherham's adults and children;
- scrutinising measures designed to address health inequalities;
- scrutinising public health arrangements;
- scrutinising food standards and environmental health ; and
- scrutinising issues referred to the select commission by the Healthwatch Rotherham (or any successor body).
- Those elements of this scrutiny function relating to NHS England's new review of Congenital Heart Disease services are delegated to the Joint Health Overview and Scrutiny Committee (Yorkshire and the Humber)

The Health Select Commission will also act as a consultee in respect of those matters of "substantial variation" on which NHS bodies must consult with the Council in relation to its health scrutiny function.

The Health Select Commission will lead on the overview and scrutiny of any regional and specialist health service health matters affecting residents of two or more local authorities within Yorkshire and the Humber, and will conduct such overview and scrutiny reviews in accordance with the Protocol for the Yorkshire and the Humber Council's Joint Health Scrutiny Select Commission.

### 6) **IMPROVING LIVES**

The Improving Lives Select Commission is tasked with carrying out in-depth overview and scrutiny reviews as directed by the OSMB, including –

- scrutinising the Every Child Matters agenda (note Health Select Commission responsibilities);
- scrutinising the “Think Family” and early intervention/ prevention agendas;
- scrutinising other cross-cutting services provided specifically for children and young people;
- scrutinising the implementation of Rotherham's plans to tackle Child Sexual Exploitation

### 7) **IMPROVING PLACES**

The Improving Places Select Commission is tasked with carrying out in-depth overview and scrutiny reviews as directed by the OSMB, including –

- scrutinising community cohesion and social inclusion and the Council's specific initiatives to promote them;
- scrutinising tourism, culture and leisure services and strategies;
- scrutinising borough wide housing and neighbourhood strategies;
- scrutinising economic development and regeneration strategies; and
- scrutinising the environment and sustainable development.

**KEY DECISIONS – FORWARD PLAN**  
**1 September – 30 November 2016**

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of Key Decisions due to be taken by the Authority and of those parts of the Cabinet/Commissioners meeting identified in this Forward Plan will be held in private because the agenda and reports for the meeting will contain confidential or exempt information as defined in the Local Government Act 1972.

Contact Information:  
Democratic Services  
Rotherham Town Hall  
The Crofts  
Moorgate Street  
Rotherham  
S60 2TH  
Email: [james.mclaughlin@rotherham.gov.uk](mailto:james.mclaughlin@rotherham.gov.uk)  
Tel: 01709 822477

**What is the Forward Plan?**

The Forward Plan contains all the key decisions the Council expects to take over the next three months. It will be refreshed monthly and will give at least 28 days' notice of any Key Decisions and, if applicable, the Cabinet/Commissioners intention to discuss an item in private. This gives you the opportunity to submit relevant documents to the decision maker concerning any individual Key Decisions and draws to your attention any relevant constitution process.

**What is a Key Decision?**

A Key Decision is one which is likely to:-

- relate to the capital or revenue budget framework that is reserved to the Council, or
- result in income, expenditure or savings of £500,000 or greater, or
- have a significant effect on two or more wards

A Key Decision can be made by the Cabinet or by Commissioners. The Commissioners will consult elected members where appropriate.

The Forward Plan also includes some matters which are not Key Decisions under the heading "Decisions which are not Key Decisions".

**What does the Forward Plan tell me?**

The plan gives information about:

- what key decisions are to be made in the next three months;
- the matter in respect of which the decision is to be made;
- who will make the key decisions;
- when those key decisions are likely to be made;
- what documents will be considered;
- who you can contact for further information

**Who takes Key Decisions?**

Under the Authority's Constitution, Key Decisions are taken by the Cabinet/Commissioners.

Key Decisions are taken at public meetings of the Cabinet/Commissioners. Cabinet/Commissioners meet once a month on a Monday at 10.00am at the Town Hall, Rotherham.

**Further information and Representations about items proposed to be heard in Private**

Names of contact officers are included in the Plan.

If you wish to make representations that a decision which is proposed to be heard in private should instead be dealt with in public, you should contact Democratic Services by no later than five clear working days before the meeting. At the end of this document are extracts from the Local Government Act 1972 setting out the descriptions of information which may be classed as "exempt", and the definition of confidential information.

The Commissioners are:

Sir Derek Myers	Lead Commissioner
Patricia Bradwell	Children's Services Commissioner
Mary Ney	Supporting Commissioner
Julie A Kenny CBE DL	Supporting Commissioner

The members of the Cabinet and their areas of responsibility are:

Councillor Chris Read	Leader
Councillor Gordon Watson	Deputy Leader
Councillor Alam	Cabinet Member for Corporate Services and Finance
Councillor Lelliott	Cabinet Member for Jobs and Local Economy
Councillor Roche	Cabinet Member for Adult Social Care and Health
Councillor Hoddinott	Cabinet Member for Waste, Roads and Community Safety
Councillor Yasseen	Cabinet Member for Neighbourhood Working and Cultural Services
Councillor Beck	Cabinet Member for Housing

Decision title and reference number	Date added to the Forward Plan	What is the decision?	Decision Maker (Name of Commissioner or Cabinet)	Who will be consulted	Documents to be considered	Wards affected	Is the decision to be made in private	Directorate and contact for further information
<b>KEY DECISION TO BE TAKEN ON 12<sup>TH</sup> SEPTEMBER 2016</b>								
<b>REGENERATION AND ENVIRONMENT</b>								
Future options of Enforcement Services	1 May 2016	To consider options for changes to enforcement services.	Commissioner Ney	Appropriate officers and Members.	Report and background papers	All	Public report	Damien Wilson 01709 823815 <a href="mailto:damien.wilson@rotherham.gov.uk">damien.wilson@rotherham.gov.uk</a>
Library Strategy and Future Library and Customer Service Offer	1 June 2016	To approve the strategy and service offer	Cabinet	Consultation plan available at <a href="http://www.rotherham.gov.uk">www.rotherham.gov.uk</a> and in all Library and Customer Service Centres	Report and Consultation Information	No	Public Report	Damien Wilson 01709 823815 <a href="mailto:damien.wilson@rotherham.gov.uk">damien.wilson@rotherham.gov.uk</a>
Sustrans 'Bike It' Project Extension for 2016/ 2017 Ref	1 July 2016	To seek an exemption under Council Standing Order 47 (contracts valued at less than £50,000) prior to authorising payment of approximately £40,000 to Sustrans Ltd for the Bike It project to be delivered in Rotherham during the 2016/2017 financial year.	Cabinet	No consultation is required	Sustrans Bike It Project Extension for 2016/ 2017 report.	All	Public report	Damien Wilson 01709 823815 <a href="mailto:damien.wilson@rotherham.gov.uk">damien.wilson@rotherham.gov.uk</a>
<b>ADULT CARE AND HOUSING</b>								
Site Cluster Tender Award Report	1 July 2016	To accept tender for the development of new mixed tenure housing on 7 HRA sites across the borough	Cabinet	Cabinet	Report	Valley Ward, Boston Castle, Dinnington and Maltby.	Public report with exempt appendices	Anne Marie Lubanski 0 1709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Commissioning and procurement tender and exemption report & Prospective Tender Processes	1 July 2016	Exemption from Standing Orders/tender process where appropriate and approval to commence pilot. To tender for replacement services to prevent essential service interruption and support hospital avoidance and maintain people in the community for as long as possible	Commissioner Myers	Service users, providers, Members	Report	All	Public report with exempt appendices	Anne Marie Lubanski 0 1709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>



FINANCE AND CUSTOMER SERVICES								
Digital Council Strategy	1 June 2016	To approve the 'Digital Council Strategy' covering the period 2016 to 2019.	Cabinet	Appropriate officers and Members. Further specific consultees as stated in the report	Report and background papers (including the Strategy document itself).	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
4 year Settlement Offer from Government	1 July 2016	To determine whether the Government's four year funding offer should be accepted	Cabinet	Appropriate officers, Members, Commissioners and stakeholders.	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
July Revenue Budget Monitoring Report	1 July 2016	To note the current revenue budget monitoring position and agree any required actions.	Cabinet	Appropriate officers, Members, Commissioners and stakeholders.	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
CHILDREN AND YOUNG PEOPLE'S SERVICES								
Residential Care Homes result of consultation and recommendations for approval	1 July 2016	To report the outcome of the consultation of the Residential Care Homes	Commissioner Bradwell	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
Foster Carer Payments Scheme – Outcome of Consultation	1 July 2016	To report on the outcome of the Consultation	Commissioner Bradwell	Foster Carers Staff / Service User / Commissioners / Elected members	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
Proposal to discontinue Flanderwell Autism unit	1 July 2016	To make final determination of the outcome following a period of pre statutory and statutory consultation	Commissioner Bradwell	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
PUBLIC HEALTH								
Awarding contracts for the Delivery of 0-19s Children's Health Services, Sexual Health Services and Drugs and Alcohol Recovery Services	1 July 2016	To award of contracts to the successful providers identified from the tender exercises for 0-19s child health services, drugs and alcohol recovery services and sexual health services. This is to enable new contracts to start from 1 February and 1 April 2017.	Cabinet	The scoring panels comprising appropriate officers and any independent evaluator, e.g from NHS England/CCG and Cabinet.	Report	All	Public report with exempt appendices	Anne Charlesworth 01709 255851 <a href="mailto:Anne.charlesworth@rotherham.gov.uk">Anne.charlesworth@rotherham.gov.uk</a>  Helen Chambers <a href="mailto:Helen.chambers@rotherham.gov.uk">Helen.chambers@rotherham.gov.uk</a>

**DECISIONS THAT ARE NOT KEY DECISIONS TO BE TAKEN ON 12<sup>TH</sup> SEPTEMBER 2016**

**FINANCE AND CUSTOMER SERVICES**

Discretionary Rate Relief Application(s)	1 July 2016	To consider recommendations on business rates relief applications	Cabinet	Councillor Alam	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
Business Rates Hardship Relief Application	1st July 2016	To consider a recommendation for a hardship relief application	Cabinet	Councillor Alam	Report	All	Exempt report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>

**ASSISTANT CHIEF EXECUTIVE**

Complaints Annual Report for 2015/16	1 July 2016	Standards and Ethics Committee consider the annual report on the performance of Council services with regard to complaints made during 2015/16	Standards and Ethics Committee	Appropriate officers and management teams	Report and Annual Report	All	Public report	Shokat Lal 01709 255269 <a href="mailto:shokat.lal@rotherham.gov.uk">shokat.lal@rotherham.gov.uk</a>
Corporate Plan 2016-17 Quarter 1 Performance Report	1 September 2016	To note a performance report on the first quarter of activity to deliver the 2016-17 Corporate Plan and provide feedback	Cabinet	Appropriate officers and management teams	Report, Performance Report and Performance Scorecard	All	Public report	Shokat Lal 01709 255269 <a href="mailto:Shokat.lal@rotherham.gov.uk">Shokat.lal@rotherham.gov.uk</a>

**KEY DECISION TO BE TAKEN ON 10<sup>TH</sup> OCTOBER 2016 OR LATER**

**REGENERATION AND ENVIRONMENT**

Property disposal of land forming Bassingthorpe Farm	1 June 2016	To agree the marketing and disposal of the strategic site and member consultation	Commissioner Kenny	All Ward Members and Cabinet Members. All Directors of Service, NHS Rotherham, the Area Partnership Manager for the appropriate Area Assembly, South Yorkshire Police, South Yorkshire Fire Service	The Concept Framework Plan, Land ownership split plan, site allocation plan, delivery timetable, breakdown costs/potential receipts, plan identifying any other land to be included in/out of the future arrangement with the Fitzwilliam Estate (F.W.E)	Rotherham West, Wingfield & Rawmarsh (stand-alone employment site in F.W.E ownership)	Public report with exempt appendices	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
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Forge Island	1 Sept. 2016	To approve a bid for the acquisition of the Forge Island site and the demolition of the former Tesco store	Commissioner Kenny	Commissioner Kenny / Cllr Lelliott	Report and Appendix	Boston Castle	Public report with exempt appendices	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Capital Investment for Growth	1 July 2016	To approve works identified as part of a key invest to save scheme	Commissioner Kenny	Cllr Lelliott / Commissioner Kenny	Report and background papers	All	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Capital Maintenance Programme and essential H&S maintenance programme	1 July 2016	Accept tender reports to allow work to be undertaken	Commissioner Kenny	Service providers where H&S issues are identified within their premises	Report and background papers	All	Public report with exempt appendices	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Woodland Room Rawmarsh Monkwood Academy	1 July 2016	To approve a 10 year lease on the Woodlands Room	Commissioner Kenny	Schools and SEN Service – Paul Williams	Report and background papers	All	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Special Education Provision – Property requirements to support Children & Young People’s Services’ service charges (£500k grant already approved in Schools Capital Project)	1 June 2016	To proceed with design and procurement process	Commissioner Kenny	Appropriate officers and Members	Report	No	Public report	Damien Wilson 01709 823815 <a href="mailto:damien.wilson@rotherham.gov.uk">damien.wilson@rotherham.gov.uk</a>
<b>CHILDREN AND YOUNG PEOPLE SERVICES</b>								
Proposal to expand capacity at Laughton Junior and Infant School	1 May 2016	To increase the capacity of Laughton J&I from 168 to 210 pupils	Cabinet	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	Dinnington	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
<b>ADULT CARE AND HOUSING</b>								
Implementing the Learning Disability Strategy	1 July 2016	To agree to consult on the options outlined within the report on Learning Disability Day Care and Respite and gives an update on the current programme to date	Commissioner Myers	Customers, Carers, Stakeholders, Staff, Members	Report	Rotherham East, Wingfield, Maltby, Wath	Exempt report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>

Housing Asset Management Strategy (including Council Housing Major Voids Investment Protocol)	1 May 2016	To approve the HRA Asset Management Strategy (including delegation consultation into the use of void properties)	Cabinet	Cabinet	Report	All	Public Report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Review of Neighbourhood Working	1 July 2016	To adopt a new model for neighbourhood working	Cabinet	Cabinet Member, councillors, council officers	Report	All Wards	Public Report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
HRA 30 year Business Plan	1 <sup>st</sup> April 2016	To approve the 30 Year HRA Business Plan	Cabinet	Tenant and TARAs will be informed as part of engagement in 2015/16	The Council's HRA Asset Management Strategy	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
3 Year Asset Investment Plan	1 April 2016	To approve the detailed Asset Management Plan	Commissioner Kenny	Cabinet	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Development of the Rotherham Autism Strategy	1 Sept 2016	The report seeks approval to implement a strategic approach to the commissioning delivery of services for people with Autism within Rotherham	Commissioner Myers	Customer, Carers, Stakeholders, Members	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Learning Disability Commissioning – Shaping the Future	1 Sept 2016	The report seeks 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	Commissioner Myers	Customer, Carers, Stakeholders, Members	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Mental Health Strategy	1 Sept 2016	This paper seeks approval to implement a strategic approach to the commissioning and delivery of Mental Health services in Rotherham. The approach seeks to develop a set of strategic commissioning intentions that promote independence, recovery and choice for people with severe mental ill-health	Commissioner Myers	Customer, Carers, Stakeholders, Members	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Healthwatch Rotherham Service – Exemption from Standing Orders	1 Sept 2016	An exemption from RMBC standing orders is requested for the Healthwatch Rotherham Service. There is little evidence to suggest that the market has changed from when this service was originally commissioned. It is unlikely that there will be other providers that could deliver a local Healthwatch service with the same level of experience and knowledge. Therefore conducting a competitive tendering process would not be the best use of resources	Commissioner Myers	Cabinet	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>

Housing Income – Service Development and Change Proposal	1 <sup>st</sup> Sept 2016	To approve the implementation of new service delivery model for the housing income service. To approve the required housing revenue resources to implement certain changes	Cabinet	Cabinet	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Starter Homes Policy	1 July 2016	To agree Starter Homes Policy in line with Government strategy	Cabinet	Cabinet	Report	Boston Castle - (Town centre)	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
<b>FINANCE AND CUSTOMER SERVICES</b>								
Budget and Medium Term Financial Strategy Review	1 July 2016	To consider the outcome from a review of the current approved Budget and the Medium Term Financial Strategy, along with proposals in relation to specific provisions on demand led services	Cabinet	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
August Financial Monitoring Report	1 Sept 2016	Note the current revenue and capital monitoring position and agree any required actions	Cabinet	Appropriate officers, Members, Commissioners and stakeholders	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
<b>PUBLIC HEALTH</b>								
Interim findings of Public Health Consultation	1 July 2016	To discuss interim findings of public and stakeholder consultation on the prioritisation of the Public Health Grant spend, and to agree with interim proposals for service transformation	Cabinet	The consultation encompasses Cabinet members, Public, internal external stakeholders including: CCG, Healthwatch, Unions, Third sector, underrepresented and minority groups	Report, Consultation findings	All	Public report	Giles Ratcliffe 01709 255866 <a href="mailto:Giles.ratcliffe@rotherham.gov.uk">Giles.ratcliffe@rotherham.gov.uk</a> Jacqui Wiltschinsky 01709 255852 <a href="mailto:jacqui.wiltschinsky@rotherham.gov.uk">jacqui.wiltschinsky@rotherham.gov.uk</a>

**DECISIONS THAT ARE NOT KEY DECISIONS TO BE TAKEN ON 10<sup>TH</sup> OCTOBER 2016 OR LATER**

**REGENERATION AND ENVIRONMENT**

Capital Maintenance Programme and essential H+S maintenance programme	1 July 2016	To accept tender reports to allow work to be undertaken	Commissioner Kenny	Service providers where H&S issues are identified within their premises	Report and background papers	All	Exempt Report	Damien Wilson 01709 823815 Damien.wilson@rotherham.gov.uk
Property Disposal Schedule	1 July 2016	To approve the disposal of the asset on the open market	Commissioner Kenny	Local ward members	Report and background papers	All	Public Report	Damien Wilson 01709 823815 Damien.wilson@rotherham.gov.uk
Maltby Hall Infant School	1 May 2016	Tender reports submitted to obtain approval to accept the lowest tender to demolish the former school buildings and secure the site	Commissioner Kenny	Ward Members	Report	Maltby	Public report	Damien Wilson 01709 823815 Damien.wilson@rotherham.gov.uk
Rotherham Golf Academy	1 Sept 2016	To approve the potential sale of the freehold interest	Commissioner Kenny	Ward Members and Councillor Yasseen	Report	Keppell	Public report with exempt appendices	Damien Wilson 01709 823815 Damien.wilson@rotherham.gov.uk
Directional signing policies – tourist, temporary and other local destinations	1 July 2016	To approve the revised policy and a scale of charges are adopted	Cabinet	Cllr Lelliott / Commissioner Kenny	Report and background papers	All	Public report	Damien Wilson 01709 823815 Damien.wilson@rotherham.gov.uk

**CHILDREN AND YOUNG PEOPLE SERVICES**

Rotherham Holidays Association	1 June 2016	To consider recommendations for future operating model	Commissioner Bradwell	Staff and Service users	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
Adoption in South Yorkshire	1 Sept 2016	To consider proposals a sub-regional adoption framework	Commissioner Bradwell	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>

Unaccompanied Asylum Seeking Children	1 July 2016	Council response to Unaccompanied Asylum Seeking Children dispersal Scheme	Commissioner Bradwell	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
<b>ADULT CARE AND HOUSING</b>								
Petition – Residents of Sorrell Sykes Close	1 June 2016	To consider a Petition in respect of allegations of anti-social behaviour	Commissioner Ney	Cabinet	Report	Whiston	Yes	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Petition – Residents of Danby Road/Viking Way Kiveton Park	1 July 2016	To consider a Petition regarding allegations of anti-social behaviour	Commissioner Ney	Cabinet	Report	Wales	Yes	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Affordable Housing Elgar Drive Maltby	1 July 2016	To approve the free transfer of HRA land to SYHA for the construction of 18 affordable units. RMBC will retain tenant nomination rights.	Cabinet	Cabinet	Report	Maltby	No	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Learning Disabilities and Autism Strategy	1 July 2016	To consider the Learning Disabilities and Autism Strategy and any recommendations outlined within it	Commissioner Myers	CCG, Public Health, Carers, Internal and External Stakeholders	Report	All	No	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
<b>KEY DECISION TO BE TAKEN ON 14<sup>TH</sup> NOVEMBER OR LATER</b>								
<b>REGENERATION AND ENVIRONMENT</b>								
Capital Programme – Operational Property Investment Programme 2016/17	1 July 2016	Approve works identified as part of a key invest to save scheme	Commissioner Kenny	Cllr Lelliott / Commissioner Kenny	Report and background papers	All	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Adoption of Community Infrastructure Levy (CIL) Charging Schedule	1 Sept 2016	To agree that it goes to Full Council for CIL to be adopted	Cabinet	N/A	Report and background papers	All	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Strategic Acquisitions Riverside Precinct	1 Sept 2016	The acquisition of non RMBC retail properties forming part of riverside precinct to assist in the redevelopment of Forge Island	Commissioner Kenny	Cllr Lelliott and local Ward Members	Report	1 ward	Public report with exempt appendices	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>

Holmes Tail Goit Pumping Station	1 <sup>st</sup> Sept 2016	To approve funding from the capital programme to deliver the project	Commissioner Kenny	Appropriate officers and Members	Report and background papers	Boston Castle	Public report with exempt appendi	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
<b>ADULT CARE AND HOUSING</b>								
Munsborough Tender Report	1 July 2016	To accept tender report for external improvements to local authority housing stock	Cabinet	Cabinet	Report	Wingfield	Public report with exempt appendix	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Day care and transport charges	1 Sept 2016	The report will (subject to the outcome of the consultation process) be recommending a phased increase in charges for day care and transport in January and October 2017	Commissioner Myers	Service users, Cabinet Members	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Tenant Recharge Policy	1 July 2016	To approve the Tenant Recharge Policy. This relates to repairing damage caused to properties by tenants.	Cabinet	Cabinet	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Financial Inclusion Strategy	1 May 2016	To approve the Financial Inclusion Strategy for Council Tenants	Cabinet	Cabinet	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Corporate approach to awarding grants to the voluntary community sector including small, medium and large grant allocation	1 July 2016	To approve the proposed approach for evaluating grants, awarding grants and monitoring attainment for grant objectives	Cabinet	Providers, Members	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
<b>CHILDREN AND YOUNG PEOPLE'S SERVICES</b>								
Annual renewal of AQUA software licence 2017-18	1 Sept 2016	Council approve exemption under Standing Orders 38 and 47.6.2 to renew the licence with Service Birmingham to continue delivering the AQUA Software package for the ACL team	Cabinet	Appropriate officers, Members, Commissioners and stakeholders	Report	None	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>



Catering Review	1 July 2016	To agree future provision of catering services	Cabinet	Appropriate officers, Members, Commissioners and stakeholders. Further specific consultees as stated in the report	Report	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
School Crossing Patrol Consultation update	1 <sup>st</sup> Sept 2016	Cabinet approve recommendations to consider alternative funding for school crossing patrols	Cabinet	Appropriate officers, Members, Commissioners and stakeholders	Report and background papers	All	Public report	Ian Thomas 01709 822677 <a href="mailto:ian.thomas@rotherham.gov.uk">ian.thomas@rotherham.gov.uk</a>
<b>FINANCE AND CUSTOMER SERVICES</b>								
September Financial Monitoring Report	1 <sup>st</sup> Sept 2016	Note the current revenue and capital monitoring position and agree any required actions	Cabinet	Appropriate officers, Members, Commissioners and Stakeholders	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
<b>DECISIONS THAT ARE NOT KEY DECISIONS TO BE TAKEN ON 14<sup>TH</sup> NOVEMBER OR LATER</b>								
<b>REGENERATION AND ENVIRONMENT</b>								
Property Disposal Schedule	1 <sup>st</sup> July 2016	To approve the disposal of the asset on the open market	Commissioner Kenny	Local ward members	Report and background papers	All	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Online Petition Eldon Road and Shakespeare Road, Eastwood	1st May 2016	Consideration of an online Petition Eldon Road and Shakespeare Road, Eastwood regarding ginnel/alleyway	Commissioner Ney	In addition to the online petition response – residents / businesses in the vicinity of the identified area	N/A	Rotherham East	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
Petition from residents of Allan Street in respect of anti-social behaviour from resident(s) of 28 Allan Street	1 Sept 2016	Consideration of a petition from residents of Allan Street in respect of anti-social behaviour from resident(S) of 28 Allan Street	Commissioner Ney	Residents of Allan Street	N/A	Boston Castle	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>
All Saints Toilets	1 Sept 2016	To approve recommendations in respect of All Saints Toilets to deliver the savings required from the agreed 2016-17 budget.	Commissioner Kenny	Town Centre businesses, Town Centre shoppers, existing users of the toilets	Report and appendices	All	Public report	Damien Wilson 01709 823815 <a href="mailto:Damien.wilson@rotherham.gov.uk">Damien.wilson@rotherham.gov.uk</a>

ADULT CARE AND HOUSING								
Safeguarding Adults Annual Report	1 Sept 2016	To provide the annual report in respect of Adults Safeguarding.	Commissioner Myers	Cabinet Members	Report	All	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Zamor Crescent Specialist Housing – Children’s Homes	1 July 2016	The Council intends to consider purchasing a property suitable for accommodating young people	Commissioner Kenny	Cabinet	Report	Rother Vale	Public report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
Petition – Residents of Montgomery Square Wath	1 July 2016	To consider a Petition regarding allegations of anti-social behaviour	Commissioner Ney	Cabinet	Report	Wath	Exempt report	Anne Marie Lubanski 01709 822397 <a href="mailto:Annemarie.lubanski@rotherham.gov.uk">Annemarie.lubanski@rotherham.gov.uk</a>
ASSISTANT CHIEF EXECUTIVE								
Corporate Plan 2016-17 Quarter 2 Performance Report	1 Sept 2016	To note a performance report on the second quarter of activity to deliver the 2016-17 Corporate Plan and provide feedback	Cabinet	Appropriate officers and management teams	Report, Performance Report and Performance Scorecard	All	Public report	Shokat Lal 01709 255269 <a href="mailto:Shokat.lal@rotherham.gov.uk">Shokat.lal@rotherham.gov.uk</a>
FINANCE AND CUSTOMER SERVICES								
Discretionary Rate Relief Application(s)	1 Sept 2016	Cabinet will be asked to consider recommendations on business rates relief applications	Cabinet	Councillor Alam	Report	All	Public report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>
Business Rates Hardship Relief Application	1 Sept 2016	Cabinet will be asked to consider a recommendation for a hardship relief application	Cabinet	Councillor Alam	Report	All	Exempt report	Judith Badger 01709 822046 <a href="mailto:Judith.badger@rotherham.gov.uk">Judith.badger@rotherham.gov.uk</a>

**LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A  
ACCESS TO INFORMATION: EXEMPT INFORMATION  
PART 1  
DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND**

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
  - a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b. to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

**PART 2  
QUALIFICATIONS: ENGLAND**

***Paragraphs 1-8 repealed.***

- 9 Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
- 10 Information which –
  - a. falls within any of paragraphs 1 to 7 above; and
  - b. is not prevented from being exempt by virtue of paragraph 8 or 9 above, is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

**LOCAL GOVERNMENT ACT 1972  
SECTION 100A(3) – DEFINITION OF CONFIDENTIAL INFORMATION**

Confidential information means –

- a. information furnished to the council by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
  - b. information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court;
- and, in either case, the reference to the obligation of confidence is to be construed accordingly.