

## OVERVIEW AND SCRUTINY MANAGEMENT BOARD

**Date:- Friday, 17 February 2017 Venue:- Town Hall, Moorgate Street, Rotherham.**

**Time:- 9.00 a.m.**

### AGENDA

1. Apologies for Absence.
2. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Declarations of Interest
5. Questions from Members of the Public and the Press

#### **For Discussion/Decision:-**

6. Employee Pulse Survey and Other Employee Feedback (report herewith) (Pages 1 - 23)
7. 2016/17 Corporate Plan - Quarter 3 Performance Report (herewith) (Pages 24 - 111)

#### **For Information/Monitoring:-**

8. Adult Services Budget Monitoring Report - Budget Pressures in relation to Physical and Sensory Disability Services (herewith) (Pages 112 - 119)
9. CYPS Budget Monitoring Report - Looked After Children and Care Leavers Sufficiency Strategy 2017-2021 (report herewith) (Pages 120 - 159)
10. Issues Referred from the Area Assemblies
11. Youth Cabinet/Young People's Issues

12. Minutes of the previous meeting held on 3rd February, 2017 (herewith) (Pages 160 - 163)
13. Work in Progress (Chairs of Select Commissions to report)
14. Call-in Issues - to consider any issues referred for call-in
15. Date and time of next meeting - Tuesday, 21st February, 2017 at 3.30 p.m. (Children's Commissioner Takeover Day)

*Sharon Kemp.*

**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.

## Summary Sheet

### Council Report

Overview and Scrutiny Management Board Meeting – 17<sup>th</sup> February 2017

### Title

Employee Pulse Survey and other Employee Feedback

### 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)

Tracey Parkin, HR Manager – HR Service, Assistant Chief Executive's,  
[tracey.parkin@rotherham.gov.uk](mailto:tracey.parkin@rotherham.gov.uk)

### Ward(s) Affected

N/A

### Executive Summary

This report summarises the findings from last year's Pulse survey and focus groups and subsequent staff briefing sessions and the management action taken so far to address the themes, ideas and suggestions raised.

### Recommendations

That the Overview and Scrutiny Management Board note:

- The key improvement themes emerging from employee feedback
- The action taken so far in response to employee's views
- The forthcoming full Employee Opinion Survey and need to ensure a structured approach to responding to the findings.

### List of Appendices Included

Appendix1: Employee You Said We Did Action Plan

### Background Papers

N/A

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

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Title: Employee Pulse Survey and other Employee Feedback**

**1. Recommendations**

- 1.1 That the Overview and Scrutiny Management Board note:
- The key improvement themes emerging from employee feedback
  - The action taken so far in response to employee's views
  - The forthcoming full Employee Opinion Survey and need to ensure a structured approach to responding to the findings.

**2. Background**

- 2.1 Giving employees the opportunity to regularly provide feedback and ideas is vital in ensuring that they remain positive about working for the Council. This is particularly important during change and improvement programmes. Equally, it is important that employees feel listened to and are informed of the outcome of any involvement/consultation exercises.
- 2.2 Whilst managers should be ensuring continual dialogue with their teams, for an organisation of the size of the Council it is important that it is able to gain an overall measure of employee's views so that improvement can focus on those areas where employees feel less positive and so that progress can be monitored.
- 2.3 During 2015 and 2016 employee's views have been heard corporately through both the more formal survey and focus group process and the less formal employee briefing sessions.
- 2.4 A Pulse survey (on-line only) and supporting focus groups took place prior to the commencement of intervention in 2015 and focused around the key areas where employees felt that the Council needed to improve. A further survey and round of focus groups took place in May 2016 (survey) and June 2016 (focus groups) with questions focused on whether employees had seen improvements in the key areas previously identified and contained within Improvement Plans. Additional questions regarding safeguarding were also included to assess employee understanding in this area and to gauge whether further training was required. Questions relating to a range of health and wellbeing matters were included to aid assessment against the Workforce Wellbeing Charter.
- 2.5 The response to the survey equated to a 36% response rate (1,444 of those with online access) and 98 people attended one of the 13 focus groups. Given the style of the previous survey (open dialogue) it was not possible to make direct comparisons in all areas, however an overall rated question in both surveys measured how positive people felt about the future of working for the Council.

- 2.6 The findings from the survey and focus groups were considered by SLT and an action plan developed in response. A communications pack was used to cascade the findings and actions to employees including any Directorate-specific issues identified in their reports. The action plan has been published on the intranet.
- 2.7 The two rounds of Chief Executive and Leader briefing sessions during 2016 have also provided a platform by which employees have raised ideas and concerns. The initial 14 sessions (January to March 2016) had 844 attendees. A further 249 employees attended the 8 sessions in October 2016 to January 2017. The latter sessions invited thoughts and ideas around three questions:
- What three things can we do to improve staff engagement?
  - What three things can we do to improve customer satisfaction?
  - What makes you feel proud to work for the Council?

### 3. Key Issues

#### 3.1 Findings

Appendix 1 is the action plan developed as a result of the themes, issues and ideas coming from employee feedback. The findings and themes from the latest round of staff briefings have been added to this, although in some cases activity in response has yet to be considered. The plan has also been updated to note the linkages to the workforce drivers included within the Workforce Strategy, i.e.:

- Knowing our communities
- Being brilliant at the basics
- Smashing the silos
- Doing the best work of our lives.

- 3.2 The survey indicated some improvement in employee perception, although there is still some way to go. In both 2015 and 2016 employees were asked how positive they would rate working for the Council on a 0-10 scale (with 0 being lowest and 10 being highest). The results show:
- 2015 – 68% of employees rated this between 0 to 5  
2016 - 62% of employees rated this between 0 to 5

- 3.3 Key themes identified for improvement were:

- Job security and making the best use of skills when reshaping the council
- Stability and visibility of the whole senior team
- Communication to more remote workers and during change
- Recognition for ideas and hard work
- The quality of PDRs
- Training and development availability to support succession planning and career development
- Cross-directorate working

- Health and wellbeing and work-life balance (particularly M3 managers)
- Customer service (a theme added following the latest round of staff briefings).

Members will be interested to note that those who have regular contact perceived an improvement in officer member-working. Employees generally felt that community trust has improved and felt that publicity around prosecutions had contributed to this.

### 3.4 **Actions and Progress**

Actions completed since publication of the action plan include:

- Employees have been asked for their views on terms and conditions and budget proposals
- All strategic leadership team posts have been recruited to and Directorate briefings involving Strategic Directors and Cabinet Members have commenced
- SLT photos have been included in structure charts, in the telephone directory and in their emails
- Cascade packs have been used to help managers share information on key topics, such as Corporate Plan, budget, survey findings.
- An intranet development working group has been established
- A review of the year has been developed to share with staff
- Regular features have been included in Take 5 for those receiving customer compliments
- The first Annual Big Hearts Big Changes Employee Awards Event took place in November
- An audit of PDRs has taken place to identify potential improvements to the process and manager understanding going forwards
- Refreshed manager training, "Brilliant at the Basics" has commenced
- The Roll Of Honour has celebrated employees gaining qualifications
- M3 and M2 manager working groups have been formed on a number of topics, such as customer responses, standard of reports and all M3 managers have been asked to take part in sessions in February and March around using the workforce drivers
- A sickness working group has been established
- Actions in response to the Workplace Wellbeing Charter assessment have been developed.
- The Employee Assistance programme has been re-commissioned and re-launched.

The staff briefings have reinforced that further attention needs to be given to the following themes:

- Clarifying manager expectations around communications
- Further ICT development and use of technology to support service improvement (in line with the Digital Strategy)
- Ensuring cross-directorate working, building relationships across services and sharing expertise
- Reviewing the operation of WorkSmart (flexible working) and consistency
- Customer service and how to ensure we provide excellent customer services.

### 3.5 **Employee Engagement with Sessions**

Attendance at the latest round of staff briefings has been lower than the first round when employees will naturally have been interested to meet the new Leader and Chief Executive.

- 3.6 There is a pattern of similar points and themes being raised by employees, even where action has taken place or is in progress, which indicates a need to engage employees more proactively in progress updating. It would be beneficial to involve more managers in the improvement activity, which would result in more messages getting back to employees.
- 3.7 Improvements to the intranet and how information can be set out and displayed will also assist with communicating progress to employees.

### 3.8 **Full Employee Opinion Survey**

The Council has not carried out a full Employee Opinion Survey (sent out in online and paper format) since 2012 and there is a commitment in the Improvement Plan to do this in April 2017. This will enable a fuller assessment of employee perception and benchmarking with other public sector bodies and Councils.

- 3.9 It is recommended that following the full survey, the findings are combined with the existing themed plan to enable a simple and easily understood plan of action. Assignment of lead managers to each theme would increase accountability, similar to the Improvement Plan, and progress updates could then be provided alongside Corporate Plan reporting.

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

- 4.1 The updated action plan, incorporating the latest employee briefing findings, will be considered by Strategic Leadership Team to agree how the key themes identified can be addressed in a structured and visible way.



## **5. Consultation**

- 5.1 The report sets out the ways in which employees have been consulted during the last year, in terms of their perception, motivation and morale. The findings from the Pulse Survey and focus groups have been shared with employees, alongside the action plan.

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

- 6.1 The findings of the recent staff briefing sessions have been combined with those from last year's Pulse survey and focus group and will be considered by SLT to inform future actions and management of progress.

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

- 7.1 There are no direct financial or procurement implications from the activity and findings set out in this report.

## **8. Legal Implications**

- 8.1 There are no legal implications relating to the activity and findings set out in this report.

## **9. Human Resources Implications**

- 9.1 The Council is committed to ensuring that its employees have a voice in shaping continuous improvement. The findings set out in this report represent the latest views and perception of employees and actions taken in response.

## **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 The findings contained within this report represent perceptions of employees from all Directorates in the Council.

## **13. Risks and Mitigation**

- 13.1 If employees are not informed and updated of the response to their ideas and views there is a risk that they will become reticent and less likely to participate in consultation activity. The actions set out in this report to share the findings

and actions with employees, and suggested refinement of how action planning is managed should ensure continued engagement of employees.

**14. Accountable Officer(s)**

Shokat Lal, Assistant Chief Executive.

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- not applicable

Director of Legal Services:- not applicable

Head of Procurement (if appropriate):- not applicable

**Tracey Parkin, HR Manager OD**

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

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

# You Said, We Did Action Plan

# Appendix 1

From the Pulse Survey, Focus Groups and Staff Briefing sessions in 2016 (Last updated –February 2017)

Timescale: 1 = within 3 months, 2 = within 6 months, 3 = 12 months or more

Job security		Drivers: Brilliant at the Basics, Best Work of Our Lives									
What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date								
<p><b>Survey</b></p> <table border="1"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Job security</td> <td>12%</td> <td>23%</td> <td>64%</td> </tr> </tbody> </table> <p><b>Focus groups</b> Although you were concerned about job security, most of you said that you accept that continual change is now part of working in the public sector.</p>	Have you seen improvements in the following:	Yes	Neutral	No	Job security	12%	23%	64%	<ul style="list-style-type: none"> <li>In the longer term we will be looking at how our grading structure and our approach to developing the skills and knowledge of our employees can support the movement of people internally within the Council. This should improve career progression opportunities and help to retain people by moving them to where the key areas of work are.</li> <li>During the autumn we will be consulting you around how we propose to manage budget changes and also seeking your ideas around this. As part of this consultation we will also be speaking to you about our strategy/plans for the workforce for the next four years. This is in terms of ensuring our workforce has the right knowledge, skills, values and behaviours.</li> </ul>	<p>3</p> <p>1</p>	<ul style="list-style-type: none"> <li>Survey for terms and conditions proposals (£2m saving) completed. Data from survey has been analysed and a final decision will be made as soon as possible. Discussions with trade unions are ongoing.</li> <li>In December our budget savings proposals for 2017/18-2019/20 were put out for consultation, including with staff. Consultation closed on 3rd January.</li> <li>Our Workforce Strategy to take us to 2020 has been written and the supporting workforce plan is in the process of being signed off, after which the main areas will be shared with staff.</li> </ul>
Have you seen improvements in the following:	Yes	Neutral	No								
Job security	12%	23%	64%								

## Stability and visibility of senior leadership

## Drivers: Smashing the Silos

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date												
<p><b>Survey</b></p> <table border="1" data-bbox="147 296 739 560"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Stability of senior leaders</td> <td>36%</td> <td>37%</td> <td>27%</td> </tr> <tr> <td>Visibility of senior leaders</td> <td>34%</td> <td>31%</td> <td>36%</td> </tr> </tbody> </table> <p><b>Focus groups</b> Most of you said that the Chief Executive and Leader are visible and that stability is improving.</p> <p>You told us that we need to do more to improve the visibility of <b>all</b> of the senior team and particularly for senior managers to get out to front line teams.</p> <p><b>Staff briefing sessions</b> In the sessions you said you would like:</p> <ul style="list-style-type: none"> <li>• Chief Executive/Strategic Directors/Directors to attend team meetings</li> <li>• Back to the floor exercises to be undertaken by senior managers in back office services and visits to a variety of sites to see the workforce in action</li> <li>• Up to date photos of senior managers and the services they cover</li> <li>• Video diaries of senior managers</li> </ul>	Have you seen improvements in the following:	Yes	Neutral	No	Stability of senior leaders	36%	37%	27%	Visibility of senior leaders	34%	31%	36%	<ul style="list-style-type: none"> <li>• Recruit to the one remaining vacant Assistant Director role.</li> <li>• The Chief Executive and Leader will continue to come out to meet with staff on a regular basis and we want you all to take part in these sessions. We will use the sessions to get your ideas on how the council moves forward and how we all take responsibility for improving how we work. Members of the Strategic Leadership Team (SLT) will also join these sessions.</li> <li>• Strategic Directors and Cabinet Members will shortly be meeting with staff in their Directorates. They will visit different workplaces and see what people are involved with on a day to day basis. They would also like to know any ideas on improvements etc. The sessions will take place on a regular basis.</li> <li>• The Chief Executive's weekly briefing will continue.</li> <li>• The senior management structure will be updated on the intranet and photographs of SLT will be added to email addresses and the telephone directory.</li> <li>• Use photographs of senior managers when they are at the front line in Take 5.</li> </ul>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<ul style="list-style-type: none"> <li>• All vacant posts on the senior team have now been recruited to. A further vacancy in F&amp;CS has since arisen due to the resignation of the postholder.</li> <li>• The new Senior Leadership Team are currently undertaking a development programme to enhance their leadership skills etc.</li> <li>• The second round of the Chief Executive and Leader sessions started on 13th October 2016 and finished on the 19th January 2017. Further sessions are being planned for later in the year. In total 21 sessions have been held to date with 1,000+ employees attending.</li> <li>• Strategic Directors and Cabinet Members have carried out their first round of directorate staff briefing sessions with more being planned for later this year.</li> <li>• An organisational structure chart is available on the intranet which provides both photos of the senior managers (M4) and details of their directorate/services.</li> <li>• Photographs of SLT are included in their emails and in the telephone directory.</li> <li>• Photographs of SLT members will be used in Take 5 magazine when possible (capturing where they have been out and about with frontline employees)</li> </ul>
Have you seen improvements in the following:	Yes	Neutral	No												
Stability of senior leaders	36%	37%	27%												
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## Communication, openness and honesty

## Drivers: Smashing the Silos, Brilliant at the Basics

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date																				
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## Communication, openness and honesty contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p><b>Staff briefing sessions</b> In the staff briefing sessions you told us you wanted:</p> <p><b>Meetings</b></p> <ul style="list-style-type: none"> <li>• Regular team meetings, meetings which are more specific to the areas that you work in - led by service manager and to introduce quarterly directorate meetings for all staff within the directorate to attend</li> <li>• To be kept informed by your manager of the outcomes of management meetings (minutes).</li> <li>• To see improvements in communication for front line employees &amp; to those who don't have email</li> </ul> <p><b>ICT</b></p> <ul style="list-style-type: none"> <li>• Video conferencing tools (e.g. Skype and Lync) to be installed on PCs to allow better communication for those working at home or out of the office e.g. for team meetings</li> <li>• To be able to access Applications where it would be relevant and of benefit to the client groups being worked with</li> <li>• Improvements made to the information provided on the intranet including employee information e.g. correct phone numbers</li> <li>• Make the internal telephone directory more versatile with the functionality to search on key words</li> <li>• Email signatures to include floor number and area where people are based</li> </ul> <p><b>Budget cuts/changes</b></p> <ul style="list-style-type: none"> <li>• A summary of the planned changes for the next 12 months with monthly updates</li> <li>• To know which departments/teams will specifically be affected when budget savings are announced for a service</li> <li>• To hear about when employees have been successfully redeployed following restructures/reviews</li> <li>• Timescales for restructures to be shorter - some taking 18 months to complete</li> </ul>	<ul style="list-style-type: none"> <li>• ICT have confirmed that accessing other Applications is not a problem. However does depend on the App and how it works (in terms of data security). Contact Richard Copley in ICT for guidance.</li> <li>• All staff have been instructed to add their location to their email signature and ensure their intranet profile is up to date. We will also be introducing floor plans by the lifts in each wing. Staff photographs will be added to Microsoft Outlook and people are asked to make sure their intranet profile has a photo.</li> <li>• Keep employees updated on budget savings proposals and involve them in consultation.</li> <li>• A single, weekly e-magazine is being developed to combine the various different internal updates which are currently issued. Content will be hosted on the intranet. Due to start in February 2017. (this will also look at the other two points in the <b>Briefings</b> section on the next page)</li> </ul>	<p>3</p> <p>1</p> <p>3</p> <p>1</p>	<ul style="list-style-type: none"> <li>• The distribution of Take 5 staff magazine has been reviewed to ensure it is reaching staff without email access. Short website addresses are now included when there are links to further information online, to make sure those reading a printed copy of the document can find the additional information online.</li> <li>• Framed floor plans showing team locations have been installed around the lift areas.</li> <li>• Staff photographs are now included in email correspondence. A number of employees have opted out of this due to the nature of the work they do.</li> <li>• Employees were invited to view and comment on the budget proposals during December 2016.</li> <li>• We seek to actively promote and publicise good news stories from across the Council. These are regularly updated on the website and on our social media channels. We have recently launched an Instagram account to share positive images from around the borough.</li> </ul>

## Communication, openness and honesty contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p><b>Briefings</b></p> <ul style="list-style-type: none"> <li>• Co-ordination of briefings to avoid repetition and all being sent out at the same time e.g. Friday Factfile, CEX briefing</li> <li>• Monthly summary sheet of corporate communications – produced as a paper hand-out for frontline staff</li> <li>• A live information board (on intranet) which is updated daily. Info should be deleted after two weeks (if not still relevant)</li> </ul> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• To promote our good news stories to the general public + inform people that we deliver excellent services despite budget and staff cuts – we are proud of the Council and Rotherham the place</li> </ul>			

## Engagement & recognition, encouragement of ideas

## Drivers: Brilliant at the Basics, Best Work of our Lives

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date												
<p><b>Survey</b></p> <table border="1" data-bbox="145 295 757 619"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Staff recognition/feeling valued as an employee</td> <td>21%</td> <td>22%</td> <td>57%</td> </tr> <tr> <td>Encouragement of creativity and new ideas</td> <td>26%</td> <td>36%</td> <td>38%</td> </tr> </tbody> </table> <p><b>Focus groups</b>            You talked about low morale and not feeling appreciated. There was a sense that long-serving employees felt that their ideas and knowledge are not valued, particularly by new senior managers. Those of you who are managers talked about this impacting on your confidence. You also told us that day- to-day “thank-yous” from line managers are highly valued by you.            You also talked about the issues which have affected the council over recent years, and that you and your colleagues are more wary of trying new things as you are worried about making mistakes.</p> <p><b>Staff briefing sessions</b>            In the sessions you told us you would like:</p> <ul style="list-style-type: none"> <li>• More face to face thank yous + to feel more valued which would help to retain staff</li> <li>• More opinion surveys</li> </ul>	Have you seen improvements in the following:	Yes	Neutral	No	Staff recognition/feeling valued as an employee	21%	22%	57%	Encouragement of creativity and new ideas	26%	36%	38%	<ul style="list-style-type: none"> <li>• We will be reinstating a formal recognition scheme based around the Councils new One Rotherham Values. We would encourage people to nominate colleagues for these awards once launched in September.</li> <li>• An awards event will take place in November recognising those employees living to the One Rotherham Values, working in communities, having long service etc. We will share employee’s achievements from the awards process.</li> <li>• One of the new One Rotherham Values (which all employees should be working to and will be measured against in the PDR process) is ‘Ambitious’. This value focuses on embracing change with energy &amp; creativity and being imaginative plus seeking out best practice and being open to new ideas. We will be recognising and celebrating those who show creativity.</li> <li>• A ‘thank you’ card scheme will be launched in September.</li> <li>• Ensure Leadership messages (where applicable) re-enforce that trying new ideas is important and that we learn from our mistakes.</li> <li>• The existing Employee Suggestion Scheme has now been more or less inactive for around 18 months. A report has been submitted to senior managers to request their views on the way forward for the scheme with options for a reward element to be included.</li> </ul>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>3</p> <p>3</p>	<ul style="list-style-type: none"> <li>• A regular feature has been included in Take 5 highlighting people or teams receiving customer compliments.</li> <li>• The new recognition scheme was launched in September 16. Nominations for the annual awards were invited for employees who clearly demonstrated the values in their everyday work. Around 90 nominations were received for the eight awards categories. Those employees with over 40 years’ service were also recognised. The awards were presented at an event on the 24th Nov 16.</li> <li>• The manager of the year spoke to M3 managers at the February 2017 manager meeting.</li> <li>• The thank you card has now been developed but due to IT issues the launch has been delayed. Hard copies of the cards are available from HR in the interim.</li> </ul>
Have you seen improvements in the following:	Yes	Neutral	No												
Staff recognition/feeling valued as an employee	21%	22%	57%												
Encouragement of creativity and new ideas	26%	36%	38%												



## Engagement & recognition, encouragement of ideas contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<ul style="list-style-type: none"> <li>• To introduce an employee suggestion scheme with a reward element. There should be a process/flow chart so you know what routes you can go down if you want to make a suggestion (including anonymously). The suggestions submitted should be responded to in a timely fashion.</li> <li>• A more timely response when staff opinions are asked for e.g. Pulse survey, Terms &amp; Conditions survey as it currently takes far too long for feedback</li> <li>• To be able to voice feelings and opinions freely and have the opportunity to influence e.g. Terms &amp; Conditions survey</li> </ul>	<ul style="list-style-type: none"> <li>• We plan to run the next full Employee Opinion survey in April 17. There will also be follow-up Pulse surveys and focus groups to measure progress from the full survey.</li> </ul>	2	

## Performance and Development

## Drivers: Brilliant at the Basics, Best Work of our Lives

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date								
<p><b>Survey</b></p> <table border="1" data-bbox="145 295 757 470"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Management of performance</td> <td>31%</td> <td>41%</td> <td>27%</td> </tr> </tbody> </table> <p><b>Focus groups</b> You told us that PDRs are taking place more regularly and that there has been some increase in supervision and 1:1s. However, there are areas where 1:1 discussions are not taking place and the quality of discussions in PDR meetings varies.</p> <p><b>Staff briefing sessions</b> In these sessions you told us you wanted:</p> <ul style="list-style-type: none"> <li>• More realistic and achievable targets in the PDR + regular feedback</li> <li>• Managers to be aware of what skills employees possess beyond those relevant to their job role and focus on supporting people to reach their full potential</li> </ul>	Have you seen improvements in the following:	Yes	Neutral	No	Management of performance	31%	41%	27%	<ul style="list-style-type: none"> <li>• Quality assurance of PDRs will start in September.</li> <li>• We will also look at the PDR process before the next annual PDR round to build in the One Rotherham Values.</li> <li>• Other developments for 2017/18 is a clearer focus on succession planning, career progression and development and also how these issues are discussed by management teams following PDRs.</li> <li>• We will also be looking at how we can build 360° feedback into PDRs, particularly for managers.</li> <li>• (360° feedback is when employees receive confidential, anonymous feedback from the people who work around them e.g. their manager, peers, and direct reports).</li> <li>• The next round of service business planning will follow the new performance framework to ensure consistent and shared business plans. Services will also need to include their main workforce issues and the priorities for development.</li> <li>• The PDR and supervision/one to one process is the arena for delivering feedback on performance. Managers need to ensure they set SMART targets as this should include the provision to be realistic about the timescales for delivery. The PDR audit report has confirmed this is an area of weakness and recommendations have been put forward to address it.</li> <li>• Managers should be discussing what skills and potential their employees possess as part of service/workforce planning. From the 2017/18 PDR round we will be introducing a section into the process on succession planning and career development so reviewers will be required to discuss these areas with their reviewees.</li> </ul>	<p>1</p> <p>2</p> <p>2</p> <p>3</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p>	<ul style="list-style-type: none"> <li>• 96% of annual PDRs were completed by the end of August 2016. Audit of quality was completed in Jan 17. Around 2% of the workforce participated in the audit either through submitting their PDR files or through face to face interviews. The PDR audit report, which contains recommendations for improvement, will be considered by SLT in Feb 17.</li> <li>• The One Rotherham values have been added to the PDR formwork for assessment – the revised document is currently awaiting SLT sign off.</li> <li>• The revised performance management framework has been agreed.</li> <li>• PDR formwork has been updated to add a section which encourages discussion around the reviewee's potential to progress within the organisation. Report to SLT outlining the changes to the PDR formwork will be heard on 14th Feb 17.</li> </ul>
Have you seen improvements in the following:	Yes	Neutral	No								
Management of performance	31%	41%	27%								

## Learning & Development

## Drivers: Brilliant at the Basics, Best Work of Our Lives

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date								
<p><b>Survey</b></p> <table border="1" data-bbox="147 296 739 560"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Learning and development opportunities (including career development)</td> <td>25%</td> <td>30%</td> <td>45%</td> </tr> </tbody> </table> <p><b>Focus groups</b> Many of you talked about training budgets being reduced. You said that access to training varies across services and most of you agreed that there is still a lot of training in mandatory and social care areas.</p> <p>You told us that development to support career progression was generally not seen as being a priority.</p> <p>A few of you talked about feeling obliged to complete e-learning in your own time due to lack of access to ICT at work.</p> <p><b>Staff briefing sessions</b> You told us in these sessions that you wanted:</p> <ul style="list-style-type: none"> <li>Managers to receive training on how to deliver constructive feedback</li> <li>Longer term investment in training for career development/progression with specific career paths</li> <li>Training to be available for managers on how to use the HR Portal</li> <li>A reduction in the use of agency staff and consultants to allow more opportunities for internal career progression</li> </ul>	Have you seen improvements in the following:	Yes	Neutral	No	Learning and development opportunities (including career development)	25%	30%	45%	<ul style="list-style-type: none"> <li>A review of training budgets is taking place with a view to increasing resources for training which supports corporate improvement and career development.</li> <li>The package of management development will be reviewed by the end of October, but we have already started some new approaches, e.g. Brilliant at the Basics, a series of short workshops/master classes addressing key organisational issues and priority areas of work.</li> <li>The Roll of Honour (which celebrates those staff who achieved a qualification in the last year) will be included in the September edition of Take 5. The booklet also contains the details of the latest corporate learning and development activities which are available.</li> <li>In the medium term we will be working on clearly setting out core training requirements and the development of career progression routes.</li> <li>Our Digital Strategy will require further ICT training to support new systems.</li> <li>The review of ICT access (noted in the Communications section) will enable access to e-learning. People should not feel obliged to complete e-learning at home.</li> <li>The introduction of the new apprenticeship levy account in April 2017 will enable us to draw down funding for certain qualification programmes to support career development if they follow an apprenticeship standard.</li> <li>Continue to offer "Managing Difficult Conversations" training during 2017 and refresher training to managers on PDRs, including succession and career development.</li> <li>A target has been set to reduce the number of agency workers across the Council by year end.</li> </ul>	<p>1</p> <p>2</p> <p>1</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p> <p>1</p>	<ul style="list-style-type: none"> <li>We have reviewed training budgets across the Council and also looked at how much was spent on training last year. In 2015/16 we spent £800,000 on training.</li> <li>Brilliant Basics sessions commenced in April 2016 with the first session entitled Managing in a Political Environment. Sessions relating to people management, absence management etc. commenced in November 2016. A programme of further sessions on a range of key subjects is currently being developed for 2017.</li> <li>Policy briefings for M3 managers have recommenced.</li> <li>The Roll of Honour was published on 17th Oct.</li> <li>Where people don't have access to e-learning, e.g. CSE awareness, Prevent, Safeguarding. The training has been provided via packages of information and leaflets used in team meetings or toolbox talks.</li> </ul>
Have you seen improvements in the following:	Yes	Neutral	No								
Learning and development opportunities (including career development)	25%	30%	45%								

## Working relationships

## Drivers: Smash the Silos, Know Our Communities

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date																				
<p><b>Survey</b></p> <table border="1" data-bbox="152 260 775 730"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Relationships between officers and Elected Members</td> <td>21%</td> <td>64%</td> <td>15%</td> </tr> <tr> <td>Relationships with partners</td> <td>29%</td> <td>59%</td> <td>12%</td> </tr> <tr> <td>Cross-directorate working</td> <td>22%</td> <td>47%</td> <td>31%</td> </tr> <tr> <td>Rebuilding trust and reputation within the community</td> <td>36%</td> <td>43%</td> <td>21%</td> </tr> </tbody> </table> <p><b>Focus groups</b></p> <p>Many of you did not feel able to comment on relationships with Members or partners as you don't have regular contact with them.</p> <p>Some of you talked positively about being involved in project groups with people from other services and directorates.</p> <p>A number of you, who are based in Riverside House or have moved there recently, talked about how this has helped improve networking.</p> <p>Many of you who are residents of the borough talked about feeling less embarrassed about telling people you work for the Council. You felt that coverage of the recent court cases (regarding historic child sexual exploitation) had helped to improve trust within the community.</p>	Have you seen improvements in the following:	Yes	Neutral	No	Relationships between officers and Elected Members	21%	64%	15%	Relationships with partners	29%	59%	12%	Cross-directorate working	22%	47%	31%	Rebuilding trust and reputation within the community	36%	43%	21%	<ul style="list-style-type: none"> <li>We will continue the work we have started with partners agencies to move towards much more joined up "seamless" services.</li> <li>We will be asking employees how we can continue work to "smash silos" between services and agencies and also how we ensure that we get to know our communities more.</li> <li>The staff briefing sessions, although on a small scale, have encouraged sharing of ideas between teams.</li> <li>Recommendations will be made to SLT for the formation of cross directorate working/project groups who will focus on the delivery of actions coming from the various employee involvement activities.</li> </ul>	<p>3</p> <p>2</p> <p>-</p> <p>2</p>	<ul style="list-style-type: none"> <li>Two cross directorate working groups have recently been formed to work on improvements in responses to customers and writing cabinet reports.</li> <li>M3 and M2 managers will be working together during February and March 2017 looking at how we set direction using the workforce drivers and working groups will flow from this.</li> </ul>
Have you seen improvements in the following:	Yes	Neutral	No																				
Relationships between officers and Elected Members	21%	64%	15%																				
Relationships with partners	29%	59%	12%																				
Cross-directorate working	22%	47%	31%																				
Rebuilding trust and reputation within the community	36%	43%	21%																				

## Working relationships contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p><b>Staff briefing sessions</b></p> <p>In the sessions you told us you would like:</p> <ul style="list-style-type: none"><li>• To meet other teams to build relationships and also ask them for suggestions on improvements to your service</li><li>• To share good practice and utilise expertise from other teams/services</li><li>• To set up cross directorate project/working groups to work on key issues</li><li>• Encourage creation of groups of people in similar situations or who have similar interests e.g. Friends of Clifton Park</li><li>• The Council to have a stall at Rotherham's Tuesday market to promote our services and look at other ways to celebrate achievements</li></ul>			

## Wellbeing & health

## Drivers: Brilliant at the Basics

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date																
<p><b>Survey</b></p> <table border="1" data-bbox="145 295 683 970"> <thead> <tr> <th>To what extent, if at all, do you agree with the following statements?</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>I am able to strike the right balance between my work and home life</td> <td>53%</td> <td>15%</td> <td>32%</td> </tr> <tr> <td>As an employee, I feel that the Council supports my health and wellbeing</td> <td>37%</td> <td>29%</td> <td>34%</td> </tr> <tr> <td>I feel I am treated with dignity and respect at work</td> <td>57%</td> <td>23%</td> <td>20%</td> </tr> </tbody> </table> <p><b>Focus groups</b></p> <p>You had different views around work-life balance which seemed to depend on which service you worked in.</p> <p>You also had differing views around work pressures and work-life balance particularly between those of you who are managers and those of you who work on the front line. Managers, particularly at M3 level, indicated their work-life balance was being eroded.</p>	To what extent, if at all, do you agree with the following statements?	Yes	Neutral	No	I am able to strike the right balance between my work and home life	53%	15%	32%	As an employee, I feel that the Council supports my health and wellbeing	37%	29%	34%	I feel I am treated with dignity and respect at work	57%	23%	20%	<ul style="list-style-type: none"> <li>An external peer assessment will be carried out against the Workplace Wellbeing Charter. The written report and findings will inform further activity.</li> <li>We will be doing some more publicity around support available to employees such as Westfield, the free telephone helpline, counselling etc.</li> <li>(Free helpline no: 08000920987 or 01455255123 – quote 70695)</li> <li>Produce a set of manager briefings with each briefing focussing on an HR issue/policy, in particular the issues which have been raised in the employee involvement activities e.g. annual leave, home-working etc.</li> </ul>	<p>1</p> <p>1</p> <p>2</p>	<ul style="list-style-type: none"> <li>The assessment was completed in August 2016. Of the eight sections being assessed we have achieved the Commitment level for four of the sections but for the remaining four there was not enough evidence to ensure achievement at this level.</li> <li>A report has been prepared for SLT, due to be heard on 07.02.17, which recommends actions to address the shortfalls resulting from our assessment against the Workplace Wellbeing Charter. For example stress risk assessments to be undertaken for all staff and the appointment of wellbeing champions for each directorate.</li> <li>Unison and public health have provided sessions in Aug 2016 around health &amp; wellbeing.</li> <li>A new sickness working group has been set up (with Elected Member involvement) to analyse sickness activity and cause.</li> <li>A revised manager induction process has been introduced which identifies new people managers and ensures they receive training in the basics of people management including the PDR process, managing absence and capability. They are also informed where all the HR policies/process information can be located. The training is also open to established people managers.</li> <li>The new 24 hour counselling helpline, part of the Employee Assistance Programme, is now in place. It is now available via an App which can be downloaded onto people's phones</li> </ul>
To what extent, if at all, do you agree with the following statements?	Yes	Neutral	No																
I am able to strike the right balance between my work and home life	53%	15%	32%																
As an employee, I feel that the Council supports my health and wellbeing	37%	29%	34%																
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## Wellbeing & health contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p><b>Staff briefing sessions</b> In the sessions you told us you would like:</p> <ul style="list-style-type: none"><li>• To see more consistency in the application of HR policies e.g. carry-over of annual leave, occasional home working</li><li>• Reinforce the clearing desk policy</li></ul>			<ul style="list-style-type: none"><li>• A Health and Wellbeing survey has been undertaken in Children's social care. It is hoped that action on the findings will assist in the recruitment of experienced social workers.</li></ul>

Customer service		Drivers: Know Our Communities, Brilliant at the Basics	
What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p><b>Staff briefing sessions</b> You told us that we should:</p> <ul style="list-style-type: none"> <li>• Understand who our customers are and review what customer satisfaction means to them.</li> <li>• Deal with customer complaints in a timely manner and publicise where something changes in response to complaints</li> <li>• Ensure staff take more ownership and deal with issues raised by customers</li> <li>• Make it easier for customers to get through to the right person first time</li> <li>• Inform customers about cuts to services and how these affect them</li> <li>• Take a streamlined approach to assessments to avoid multiple assessments</li> <li>• Inform customers what the deadlines for delivery are and ensure we deliver to these</li> <li>• Ensure reception desks in all Council buildings always have someone there to assist customers</li> <li>• Promote call backs to customers and always call back when we said we would</li> <li>• Review our customer service standards and refresh training in this area</li> <li>• Identify which services have low levels of customer satisfaction and target these for action</li> </ul> <p><b>Staff briefing sessions</b> In the staff briefing sessions you told us we should:</p> <ul style="list-style-type: none"> <li>• Improve the Council web site and ensure it is up to date with information and forms</li> <li>• Increase the frequency of tenant's newsletters</li> <li>• Encourage internal customers to supply feedback on the service they have received from other internal colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• A report will be sent to SLT for their consideration on the way forward in this area. The report will recommend the formation of a cross directorate project/working group to investigate the areas of concern and look at what improvements can be made to address the issues raised (if appropriate).</li> </ul>	3	<ul style="list-style-type: none"> <li>• A cross directorate project group has been set up to address responses to customers. This work will include ensuring responses are timely (within 10 ten days), they address the issue raised by the customer, people are treated with respect and the response is accurate both in terms of spelling and grammar.</li> </ul>



## Customer service contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<ul style="list-style-type: none"><li>• To ensure people are reachable if they are working from home</li><li>• A review of the Freedom of Information system to ensure requests are passed to the relevant person immediately</li><li>• To see the full Riverside address on all communications with external people</li><li>• Better phones for those on the front line to improve service delivery</li></ul>			

**Council Report**

Overview and Scrutiny Management Board – 17th February 2017

**Title**

Corporate Plan 2016/17 Quarter 3 Performance Report

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

Yes

**Directors Approving Submission of the Report**

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

**Report author(s):**

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

Tel: 01709 823618 Email: [Justin.homer@rotherham.gov.uk](mailto:Justin.homer@rotherham.gov.uk)

Simon Dennis, Corporate Risk Manager,

Assistant Chief Executive's Directorate

Tel: 01709 822114 Email: [simon.dennis@rotherham.gov.uk](mailto:simon.dennis@rotherham.gov.uk)

**Ward(s) Affected**

All

**Executive Summary**

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

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

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

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

## **Recommendations**

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

## **List of Appendices Included**

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

## **Background Papers**

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

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

## **Council Approval Required**

No

## **Exempt from the Press and Public**

No

**Title: Corporate Plan 2016/17 Quarter 3 Performance Report**

**1. Recommendations**

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

**2. Background**

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

**3. Key Issues**

- 3.1 The Corporate Plan includes 86 measures. However, a number of these include different measurable elements, resulting in there being 103 in total. The measures sit under 14 key delivery outcomes, which form the priority actions under each of the vision priorities:
  - *Every child making the best start in life*
  - *Every adult secure, responsible and empowered*
  - *A strong community in a clean, safe environment*
  - *Extending opportunity, prosperity and planning for the future*
- 3.2 These four priorities are underpinned by a fifth, cross-cutting commitment to be a *modern and efficient Council*.

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

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

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

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

#### **5. Consultation**

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

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

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

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

- 7.1 The Corporate Plan helps steer the use of Council finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context.
- 7.2 The Council operates in a constantly changing environment and will need to be mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet strategic, corporate priorities and performance targets; and that ambitions remain realistic. This will need to be reflected in the refresh of the Council's corporate plan for 2017/18 onwards.

## **8. Legal Implications**

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

## **9. Human Resources Implications**

- 9.1 There are no direct Human Resources implications as a result of this report, though the contribution HR makes to a fully functioning organisation and dynamic workforce is set out within the plan and Performance Report (priority 5 – a modern, efficient Council). Continued roll out of the values and behaviours contained within the 2016/17 Corporate Plan requires engagement with all sections of the workforce and it is a key role for managers across the organisation, led by the Chief Executive and Strategic Leadership Team.

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

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

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

- 11.1 Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board.

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

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

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

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

## **13. Risks and Mitigation**

13.1 Within the performance report there are two sections relating to risks under each of the key delivery outcomes. These include the ‘exceptions’ and ‘risks and challenges ahead’ sections. Within the performance scorecard all measures which have not progressed in accordance with the target set are clearly marked with a red cross. Directorates are also responsible for ensuring that any significant risks are also addressed via Directorate and Corporate Risk Registers.

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

### **Accountable Officer:**

Sharon Kemp, Chief Executive

Approvals Obtained from:

Head of Human Resources:

Sue Palfreyman

Assistant Director of Legal Services:

Dermot Pearson

Strategic Director of Finance and Customer Services:

Judith Badger

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



# RMBC CORPORATE PLAN 2016-17

## PERFORMANCE REPORT

**Period:**

**Quarter 3 (September – December 2016)**

### **About this report:**

This report sets out how the Council has performed in the third quarter of 2016/17 to deliver the four headline priorities for Rotherham as set out in the Corporate Plan. 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. 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 Council directorates have identified that 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 2016/17 Corporate Plan includes a total of 103 measures:

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

At the end of the third quarter (September – December 2016) **25 measures are progressing above or in line with the target set**. Although this represents 24.3% of the total number of measures, performance data shows that **43.9% of measures which have data available for the third quarter are on target** (a rise from the 39.7% in the last quarter). The **direction of travel is positive for 47.8%** (33) of the indicators measured this quarter, which is a rise on the 43.1% in the last quarter.

**29.8% (17) of performance measures which have the measurable data this quarter have *not* progressed in accordance with the target set** (16.5% overall); and **23.2% (16) have seen a negative direction of travel** (15.5% across the whole of the Plan). This is a deterioration in performance when compared to 24.1% of measured indicators not hitting their targets in quarter 2. However, direction of travel is more positive compared to the 32.3% of indicators which previously had a negative direction of travel.

**16.5% of measures (17 in total) are rated as ‘measure not applicable for target’**; and **28.2% of measures (29 in total) are rated as ‘measure information not yet available’ due to a number of indicators 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 narrative provides an overview of progress to help assure Cabinet and Commissioners that progress is being made and/or appropriate action is being taken.

The Council has identified **32 Priority Measures**, of which data is available for 21. For the remaining 11 indicators, eight are subject to annual reporting and there are three where there is no specific target. Of the 21 that have data available, 9 (43%) are currently hitting their targets, and 8 (39%) are currently missing targets. The remaining 4 (19%) are on track but not yet hitting target. Direction of travel data is available for 23 priority measures. 9 priority measures (39%) are currently showing improving direction of travel, with 8 (35%) declining and 6 (26%) stable.

In summary the overall performance picture is clearly influenced by where monitoring data is available (which differs from quarter to quarter) - but shows a more polarised position with positive overall improvement in measures progressing in line or above targets, offset by the increase in those *not* progressing in line with expectations (and fewer measures “in the middle”).

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

- 4 measures (23.5% of those measured this quarter) are progressing above or in line with target set
- 9 measures (53% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 4 measures (23.5% of those measured this quarter) have not progressed in accordance with target set
- 5 measures targets are not applicable
- 5 measures do not yet have data available due to the infrequency/timing of the data

Improvement continues to be made across the priority area to ensure that every child makes the best start in life. In particular, **the percentage of young people aged 16 to 18 who are 'Not in Education, Employment or Training' (NEET)** continues to hit its target; and the **percentage of referrals to Child and Adolescent Mental Health Service (CAMHS) which are triaged for urgency within 24 hours of receipt** remains at 100%, sustaining the improved performance in quarter two.

**The increase in the proportion of children who are cared for in a family setting (priority measure)** is now on track to achieve its target by the year-end; and figures have improved markedly from quarter two's performance of 81.1%, to a new level of 86.5% in this quarter.

However, there continue to be areas which require improvement and a number of actions and interventions are currently being implemented, as outlined in the Children and Young People's Services Improvement Plan. The **% of Child and Adolescent Mental Health Service (CAMHS) triaged referrals assessed within 3 weeks** is still an area of concern and current performance has fallen to 26.3% in quarter three, compared to 28% in quarter two. This is well below the target of 95%. Additional staff were appointed in December 2016 and a series of actions are in place to improve matters for the final quarter.

The **percentage of children who have had a social care concern raised within 12 months of the last concern ending (priority measure)** is now at 25.3% against the target of 23%; and, although missing the target, has improved significantly from the 31.6% at the end of Quarter 2. It remains, however, higher than the national average and a number of initiatives are in place to further improve performance for the final quarter.

**% of children who are subject to repeat child protection plans (priority measure)** continues to miss its target and performance has decreased in quarter three. Work continues in the service to assess the quality of plans and to ensure that they are only ceased when children and young people are no longer at risk.

There had been **15 prosecutions for Child Sexual Exploitation** offences in the financial year to 31<sup>st</sup> December 2016.

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

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

Some measures are only available up to 30<sup>th</sup> November 2016, due to the transfer of data over to the new Liquid Logic system. However, the data available indicates good progress continues to be made in a number of measures and that the overall majority of measures are on track to achieve the targets set. **Delayed transfers of care from hospital (priority measure)** and the **number of carer's assessments**, however, remain areas of concern in quarter three.

The direction of travel for the **number of carer's assessments** remains a cause for concern. Performance was reported as 164 for the first two months of the quarter, compared to 341 in quarter 2 and 430 in quarter one. Action is in hand to address this reduction in the figures and a partnership event took place on 24<sup>th</sup> January 2016 to help identify the challenges to be overcome.

**Average delayed transfers of care from hospital (DTC)**, is coming under pressure and figures show a downward switch in direction of travel based on the available November data. Local 'on the ground' experience of delays has resulted in the hospital operating at over 100% bed capacity, which means patients are not getting admitted on to wards and trolley waits have been a day-to-day occurrence.

Increasing the **number of people with learning disabilities supported into work** is still a high priority and the indicator is still not fully reaching the 6% target set, although performance is improving.

There is no data available for 2016/17 **Public Health** due to its frequency being annual, however the most recent data shows that the prevalence of **smoking and physical inactivity** have both reduced since 2012. The recent increase in **suicide rates** is a cause for concern.

**Crisis loans** data for the quarter shows a further reduction, with 109 issued over the period (compared to 130 in quarter 2 and 248 in quarter 1). Reasons for this trend are being discussed with Laser credit union (with their temporary accommodation for much of 2016 likely to have been a factor). The numbers of **food in crisis** parcels issued has, however, continued at broadly the monthly amount as experienced in the year so far, with 787 provided in the quarter. This means that the end-of-year position is almost certain to exceed that for 2015/16.

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

- 7 measures (58.3% of those measured this quarter) are progressing above or in line with target set
- 5 measures (41.7% of those measured this quarter) have not progressed in accordance with target set
- 4 measures targets are not applicable
- 2 measures do not yet have data available due to the infrequency/timing of the data

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

**Levels of reported anti-social behaviour** have seen a reduction in quarter three, although the “year to date” figures are still 6% above the comparative figures for 2015-16. Additionally, the **% of all license holders that demonstrate adherence to the Council’s Hackney Carriage and Private Hire Policy (priority measure)** remains short of the 100% target, but 3 out of the 4 categories making up this indicator continue to see very good compliance rates – now at 98% or above (compared to 96% in the last quarter). The fourth category, which requires drivers to obtain the BTEC / NVQ qualification, remains low but is improving and enforcement action will be taken against those drivers failing to make sufficient progress.

The latest 6-monthly **residents’ satisfaction survey** (held in December 2016 with support from the LGA) showed that 81% of respondents were **satisfied with their local area** as a place to live, which is broadly in line with the national average (83%) and slightly higher than when the poll was first held in summer 2015. 66% of residents said they were **satisfied with Rotherham overall** as a place to live – up four percentage points since the last poll in summer 2016.

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

The **Streets, Public Realm and Green Spaces** outcome area is broadly in line with targets with all indicators now expected to hit their targets by year-end and indicators improving or stable in the vast majority of instances.



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

- 2 measures (28.6% of those measured this quarter) are progressing above or in line with target set
- 2 measures (28.6% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 3 measures (42.8% of those measured this quarter) have not progressed in accordance with target set
- 10 measures do not yet have data available due to the infrequency/timing of the data

Key data relating to measures focused around **economic growth** remain unavailable, due to their annual frequency. However, the first annual review and monitoring of the Council's 10-year Economic Growth Plan is currently taking place and will be taken to the Business Growth Board and elected members during the first quarter of 2017. Recent progress includes the commencement of work on the Town Centre Masterplan, three significant capital projects being approved to proceed to a full bid to the SCR and Rotherham and Sheffield Councils being successful in a joint bid to the Department for Transport to develop transport solutions for the Advanced Manufacturing Innovation District (AMID).

Interim housing data for measures relating to **high quality accommodation** continue to indicate that the majority are on track to achieve their annual target. However, the **new affordable home ownership** target of 148 will not be achieved following reductions in government grant funding and the figures for delivery of new homes are worsening.

Further work has continued to raise standards of accommodation in the private rented sector through the **Council's Selective Licensing Scheme**. Performance for landlords applying for licenses in quarter three is 92% overall and new staff joining the team in the final quarter will be deployed in Maltby, which is currently the only area off target. 86% of the 700 homes inspected in the third quarter have been found to broadly compliant with Housing Legislation, which is encouraging.

The profile for delivery of **adult learning provision** is on target and any underperformance is specifically related to recruitment of learners by subcontractors. 2016/17 targets and performance suggest that although enrolments are only 372 against a target of 780, success rates and retention is currently 100%. However, there is still work to be done to ensure that data analysis is effective enough to highlight any potential areas of concern and risks to RMBC.

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

- 7 measures (53.8% of those measured this quarter) are progressing above or in line with target set
- 3 measures (23.1% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 3 measures (23.1% of those measured this quarter) have not progressed in accordance with target set
- 2 measures targets are not applicable
- 3 measures do not yet have data available due to the infrequency/timing of the data

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

The most recent LGA-supported **satisfaction survey with residents** showed statistical improvements by 8 percentage points in people having trust (50%) and confidence (49%) in the Council, since the survey was first held (in June 2015).

The **percentage of complaints closed within the timescales** has increased to 86% (82% in quarter 2) and is now slightly above target. Additionally, the number of compliments has improved significantly in quarter 3 (226 against 168 in Quarter 2); whilst the **number of complaints received** has broadly remained stable with number rising only slightly to 275 from 271 in the previous quarter.

The **pre-decision scrutiny** process is now embedded within the decision-making processes at the Council and has so far been welcomed positively by members engaged in scrutiny, as well as Executive members and officers.

Both the **number of days lost per FTE (priority measure)** and **reduction in agency costs (priority measure)** remain below target. The number of days lost per FTE decreased very remained essentially stable in quarter three, at 10.70 days. Agency staff costs, however, have increased to £7,335m and remain 43% above last year's figures. The HR Service has continued targeted support through business partners to individual managers within services and systems-based reminders are being issued to services where action is required. In addition, the HR Service is working on a reorganisation of how it works with directorates on their management of sickness within Council services.

As part of workforce management arrangements agreed with the Chief Executive, a new Workforce Management Board, led by the Assistant Chief Executive and consisting of Assistant Directors, has introduced a control process with regard to the use of agency staff requiring explicit directorate and Board sign-off. It is anticipated that this action will have a further impact in time for the next, quarter four performance report.

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

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

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

### Overview of progress:

The Services that protect and care for children continue to make reasonable progress in achieving good levels of statutory compliance. The Council has created an environment where good social work practice can thrive: a stable workforce, well-led and managed; low caseloads; and competitive remunerations.

The Council's significant investment in transformation will ensure that the services can move to the next phase of the improvement journey, where the management of demand and an improvement in the quality of practice is expected.

Rotherham has committed to identifying and engaging 882 families with the 'Families for Change' programme. In the year to date 68% of the target families have been engaged; if families were attached evenly to the programme across the whole year, this figure would be 75%. This is behind the planned profile; hence, performance will need to improve in the remaining months of the financial year to meet the annual target.

### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No 1.A1</b> – The number of Children in Need per 100,000 population has reduced to 375 at the end of Q3 compared to 390.4 at the end of Q2. <b>(Priority Measure)</b></p>	<p><b>Ref No 1.A2</b> – The number of families engaging with the 'Families for Change' programme has increased to 68% in Q3, from 46% in Q2, but is currently off track to hit the year-end target of 100%.</p>
<p><b>Ref No 1.A5</b> - Increase in the proportion of children who are cared for in a family based setting is 86.5% compared to 81.1% at the end of Q2 and is now close to the year-end target of 87.5% <b>(Priority Measure)</b></p>	<p><b>Ref No. 1.A4</b> - Increase in children becoming subject of a child protection plan for second or subsequent time to 7.2% Q3 from 6.5% Q2 <b>(Priority Measure)</b></p>

### Performance story/narrative:

**1.A1** - There is no good or bad performance in relation to the numbers of Children in Need (CIN), although it is important to monitor against statistical neighbour and national averages as numbers considerably higher or lower than average can be an indicator of other performance issues. The numbers in December remains high at 375 children per 10,000 population, though lower than the 390 at the end of Q2.

The locality management team have clear processes in place for regular reviews of CIN cases to ensure timely progression and to avoid drift. This work is on a rolling basis and ensures that workers and team managers are challenged on the

effectiveness of CIN planning where appropriate.

There has been some analysis of the data to understand the increase and it is clear that the current increase is largely concentrated within First Response. Joint work has been undertaken with heads of service and service managers across social care and Early Help to review triage arrangements, MASH and duty processes to ensure that referrals to social care are appropriate and that work that can be undertaken by Early Help services is identified at the earliest opportunity in the journey of the child. This work has already demonstrated its impact by the reducing numbers of CIN from a peak of 1,934 to 1,734 in January.

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

**1.A2** - In 2016/17 Rotherham has committed to identifying and engaging 882 families in the 'Troubled Families' programme (known locally as 'Families for Change'). The introduction of the Liquid Logic system in October 2016 has altered the flow of data between operational and performance teams and this has created a lag in performance reporting. However, interim arrangements are now in place and should allow the Council to retrieve the ground lost in November 2016.

Troubled Families funding is made up of three components: a transformation grant (fixed annual sum), engagement fees (received up front based on number of families identified for the programme) and payment by results (received in arrears based on positive outcomes achieved following work with the family). If the Council is unable to meet the full commitment of engaging 882 families in this financial year, it is unlikely that the associated government funding will be clawed back; however, the Council may not be able to set a similarly ambitious target for 2017/18. This would reduce the amount of funding that can be derived from engagement fees and increase reliance on payment by results funding which is not assured.

**1.A3** - Re-referrals are a reflection of the quality of practice and as this improves the percentage should reduce. Current performance is 25.3% against the target of 23%. This remains higher than the national average of 24%, indicating that children's needs may not be being met in a sustained way. This reinforces the findings of an audit programme which is trying to help the service move beyond simply compliance.

Greater stability in our workforce, lower caseloads for social workers, better management oversight, an enhanced Early Help offer and an embedded delivery model ("signs of safety") are amongst the factors that will improve quality of practice, and which will have a direct impact on reducing the re-referral rate. However, given the previous inadequacies and legacy issues that result from this it is predicted that the re-referral rate may remain higher than the national average for some time to come.

**1.A4** - The number of children on a plan for a second and subsequent time within 2 years has risen throughout the year and remains higher than the target of 4%. However, following analysis of the figures the number of children having a second or subsequent plan has remained relatively stable; though the total number of children

actually having a plan has come down, thereby resulting in the % staying high.

Work continues in the service to assess the quality of plans and to ensure that plans are only ceased when children and young people are no longer at risk or are supported appropriately at a lower level of intervention. It is clear that some of the reasons for repeat child protection planning relates to 'legacy' issues in relation to previous social work planning and intervention.

**1.A5** - Between September and December 2016 there was a slight increase in the proportion of looked after children (LAC) cared for in a family based setting, which rose to 86.5% of the total LAC cohort. This is despite the overall numbers of LAC continuing to increase over this period up to 488 at the end of December.

Performance in October showed that 17 out of 22 admissions to care, and which were still looked after at the end of the month, were in foster care. In November 28 out of 30 admissions to care still looked after at the end of the month were either in foster care or placed with the birth family for a period of assessment (S38(6)).

This performance was echoed in December when there were 13 new admissions to care and 11 of these children were placed in family based care. One young person only became looked after by virtue of being remanded into custody, which meant that family care was not a legally viable option. This leaves only one young person who was placed in residential care. This placement was only made after significant challenging behaviours being exhibited by the young person, which led to offers of alternative placements not being forthcoming. However, renewed efforts are being made to secure this particular young person a foster family.

The Fostering Recruitment Team is also in the process of revising their marketing strategy, which includes the appointment of a dedicated marketing post. It is anticipated that this will enhance the recruitment of in-house foster carers and enable the service to more than achieve the target set for it, of a net increase of 15 foster families for each of the next 3 years. This, in turn, should support more LAC into family based care provision.

**1.A6, 1.A7 & 1.A8** - Child Sexual Exploitation (CSE) continues to be identified, investigated and prosecuted. The number of CSE referrals increased during quarter 3 with a reported figure of 64. There is no target against this measure as numbers can fluctuate and are therefore difficult to predict.

There had been 15 prosecutions for CSE offences in the financial year to 31<sup>st</sup> December 2016. However, caring for the victims remains complex, especially supporting those who are going through court proceedings, some of which are historic in nature.

**Ongoing risks and challenges ahead:**

The service is now in a position to build on the statutory compliance achieved and move to position where social work intervention is rated 'good' consistently. To achieve this, the service needs a stable and well-motivated workforce that has the capacity to learn and develop its practice. The risk is that the current high demand in

the system will undermine the workforce's ability to develop the necessary skills to effectively protect and care for children. A range of transformation strategies are in place to manage this risk.

To mitigate the risk of not meeting the target for identifying and engaging families in the Troubled Families programme ("Families for Change"), which may put future funding at risk, remedial action is required to review existing caseloads for the Families for Change triggers.

**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:**

Rotherham is in the top quartile nationally for meeting parental preferences on national offer day for entry into Primary and Secondary schools – satisfying above 90% of all 1st preferences.

Rotherham is also ranked joint 3rd in the Yorkshire & Humber region for a 'good level of development' at the end of Early Years Foundation Stage – exceeding national averages. Outcomes have improved by 15% between 2013 and 2016.

94% of all Rotherham's Ofsted-registered Early Years and Childcare providers are judged to be good or outstanding, which is 6% above the national average.

The proportion of pupils attending a good or better school in Rotherham is 86.2%, again above the national average.

Rotherham is above national average and ranked first in the Yorkshire and Humber Region for pupils achieving the expected standard in reading, writing and mathematics at Key Stage 2.

Rotherham's GCSE performance has been consistently in line or above the national average since 2012. In 2016 the % of pupils achieving A\* - C in English and Maths was 61.3% - 2.6% above the national average. The new Progress 8 score is also above the national average.

All Rotherham's post-16 providers are judged by Ofsted as good or outstanding.

The number of two-year-olds taking up an early education place in Rotherham is consistently higher than the national average, with 86% of Rotherham's eligible two-year-olds taking up a place in spring 2016 compared with 68% nationally.

Rotherham's "Genuine Partnerships" Charter principles are being recommended nationally and Rotherham's Inclusion Service is working in co-production with parents, young people and the national charity 'Contact a Family' to deliver consultation and training with leaders of inclusion in other local authorities.

Because of its unique central position in South Yorkshire, coupled with high quality and performance across all phases of the education system, the Borough is a net importer of children and young people from Early Years through to post-16 education.

The latest confirmed data released by the Department for Education (the Pupil Absence in Schools in England for Autumn 2015 and Spring 2016, combined) shows a small but positive reduction at both primary and secondary level. Persistent Absence (PA) rates in Rotherham primary schools reduced by 1.1% in autumn/spring 2015/16, compared to autumn/spring 2014/15; and in secondary schools reduced by 1.7% in autumn/spring 2015/16, compared to autumn/spring 2014/15. The final absence statistics relating to the full 2015/16 school year are due for publication in March 2017 and will be reported on in quarter four.

The number of children registered with a Children Centre and residing in the 30% lower-level super output areas has now reached 98% overall, against a local target

of 95%; with the South and North areas performing above target. This demonstrates that those families living in the areas with the highest needs are being targeted effectively, which is positive. Note: 95% equates to Ofsted's 'Good' rating criteria.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<b>Ref No. 1.B1:</b> 87.2% of entitled 2 year olds accessing childcare in the autumn term compared to 79.5% in the summer term (Quarter 2) and a target of 80%.	<b>Ref No. 1.B4 (a) and (b):</b> While showing some improvement the rate of exclusions is still a concern for both Primary Schools (10.3% compared to a target of 8.4%) and Secondary Schools (14.4% compared to 13.8% target).
<b>Ref No.1.B3:</b> Educational progress from Key Stage 2 to Key Stage 4. The current 'Progress 8' score for Rotherham is +0.03 compared to the national average of -0.03.	<b>Ref No. 1.B9 (a) and (b):</b> While showing some improvement the educational performance of LAC is still a concern.
<b>Ref No 1.B6:</b> % of young people aged 16-17 who are Not in Education, Employment or Training (NEET) is at 2.9% at the end of Q3, compared to a target of no more than 5.9%.	
<b>Ref No 1.B8:</b> The number of children registered with a Children Centre now stands at 93% and is approaching the target of 95%.	

**Performance story/narrative:**

**1.B1** - Performance is currently above expectations at the interim position for Autumn 2016. Take-up level at the interim position for Autumn 2016 was 79% and increased to 85% by the end of the term. Take-up level in this term is historically higher than the Spring and Summer terms because provision is at its lowest level during the year leading to more choice for parents.

**1.B2** - The proportion of pupils attending a "good" or better school in Rotherham increased by 20% from 66% in August 2012 to 86.2% as at 31 August 2016. However, outcomes decreased by 1% in the Autumn Term of 2016. The latest comparison to the national average is 86% as at 31 August 2016. Rotherham averages are 1% below the national average.

The DfE academy conversion policy has affected the aggregated Ofsted profile for schools. The first inspection of all new schools, including academies, will usually take place within three years of opening. If an academy convertor school opens they retain their latest Ofsted judgement and this is reported against the school, aggregated local authority and national averages until the first school inspection (during the third year of the school opening). If a sponsored academy converts their latest Ofsted judgement is removed from the school, local authority and national



aggregated profile. Schools with a 'requiring improvement' judgement that become convertor academy schools may retain that judgement for up to five years if they were due an inspection at the time of conversion.

A framework for supporting and challenging the leadership of schools of concern is in place to ensure that schools have the capacity to secure and sustain high standards in pupil outcomes. This allows the local authority to undertake its statutory functions with regard to school improvement for authority maintained schools. The authority also meets with the DfE Regional School Commissioner on a termly basis to discuss the performance of Rotherham schools and raise any concerns it may have about the performance of academy schools.

The Council, having identified and challenged 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 and training for those schools that opt to purchase the Rotherham School Improvement Service traded offer.

**1.B3** – 'Progress 8' aims to capture the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of value-added measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment.

A Progress 8 score will be calculated for each pupil by comparing their average grade (their Attainment 8 score) with the average grade of all pupils nationally who had a similar starting point, or 'prior attainment', calculated using assessment results from the end of primary school. The greater the Progress 8 score, the greater the progress made by the pupil compared to the average of pupils with similar prior attainment.

A school's Progress 8 score will be calculated as the average of its pupils' Progress 8 scores. It will give an indication of whether, as a group, pupils in the school made above or below average progress compared to similar pupils in other schools.

The progress 8 score for Rotherham LA in 2016 was 0.03, this is above the national average (state-funded schools) progress score of -0.03. The progress 8 score is only calculated at a national level for state-funded schools. This data is provisional with the validated data published by the DfE on the 19<sup>th</sup> January 2017 now being assessed.

**1.B4 (a&b)** – In-year performance (2016/17) for Persistent Absence in Primary Schools is currently 12.0% against an annual target of 8.4% and for Secondary Schools is 14.6% against a target of 13.8%.

It should be noted that this is based on the revised persistent absence measure which was introduced in September 2015, where a pupil enrolment is classified as a persistent absentee if they miss 10% or more of their possible sessions.

For Half Term 1, this equates to the equivalent of 7 sessions (3.5 days of absence). It should be noted therefore that the outturn could be very different by the end of the academic year, as a student with possible attendances of 380 sessions would have

to be absence on 38 sessions to be classified as a persistent absentee.

**1.B5 (a&b)** – The Council has set challenging but realistic targets to address the rising number of exclusions, both fixed-term and permanent. Permanent exclusions had doubled in each of the past two years (2013/15 – 2014/15) in secondary schools, from 12 to 24 and then to 50. This last academic year (2015/16) had initially 53 permanent exclusions but 6 were overturned or rescinded, with the actual recorded number 47. This is a slight fall overall but, more significantly, it shows a halt in the trajectory of previously rising exclusions.

Since September the school collective responsibility partnerships set up to improve schools' responses to children's needs in the area of social, emotional and mental health (SEMH) have begun to show some impact on children remaining in school. They are now beginning to operate more independently and meet the needs of children earlier, within school. Schools have a new model to work with for the Pupil Referral Unit (PRU) which gives them more responsibility, flexibility and control over those children who need to access this support. This is showing a positive effect with locality partnerships taking joint responsibility for the children they find challenging to maintain in school. Partnerships are beginning to question the need for an external PRU. Unfortunately there is one school that is not yet fully engaging with this approach and data shows that they are excluding at a much higher rate than others, which is providing a challenge.

The numbers of fixed-term and permanent exclusions for September – December 2016 provide grounds for continued optimism at this stage in the academic year. There are 1,097 fixed-term and 13 permanent exclusions, compared with 1,562 fixed-term and 20 permanent in Sept-Dec 2015. The Secondary Pupil Referral Unit covers two sites, one of which has been moved after complaints from the local community and primary school. The new site allows for greater independence for the delivery of a more effective curriculum offer.

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

**1.B6** - Quarter 3 is the first quarter of revised DfE performance requirements where performance is measured for the NEET and Not Known cohorts based on academic age 16 and 17 (Year 12/13). The position at the end of December shows a NEET figure of 3.0% (against a local target of 3.0%) and a Not Known figure of 2.6% (against a local target of 2.5%). Whilst the NEET figure hit target, the Not Known figure was 0.1% above target. This is the second month of the Council's annual measure (taken across Nov, Dec and Jan) and to ensure targets of 3.0% NEET and 2.8% Not Known are met, the Not known target for January has been revised down to 2.9%. Data sharing exercises and follow up will continue, as will work to re-engage the NEET cohort, both centrally and across all localities to ensure the Council remains on track.

Latest comparison data available for November returns show that Rotherham is now better than statistical neighbours, national and regional, in regard to Not Knowns. In respect of NEET figures Rotherham is delivering better results than statistical

neighbours, whilst being in line with both regional and national returns.

**1.B7 (a&b)** - All Education Health and Care Plan (EHCP) completions and conversions are measured nationally on an annual basis as a cumulative target for how many have been completed within timescale from the beginning of the SEND reforms in September 2014. We are monitoring this monthly within Rotherham.

The % for timeliness of completion for new EHCPs has fallen this quarter, from 65% to 42%, as the team have worked to ensure compliance around conversions of Learning Difficulty Assessments (LDAs) to EHCPs, which had to be completed by 31<sup>st</sup> December 2016.

The percentage of conversions from statements to EHCPs completed in a timely manner has risen from 53% to 57%. This % is taken during the second week of the month and does not yet include the LDA figures where conversions were completed after 14<sup>th</sup> December. 119 LDA conversions were completed between September and December and this % measure for this target area should rise again next month due to the success of the team in being compliant.

This has been a real achievement for the team as it is the first time a government target for conversion has been met. The established staff and previously Early Help staff who moved in September to the EHC team have worked together to achieve this success, demonstrating a growing confidence and team ethos.

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

**1.B8** – During Quarter 3 registration rates overall reached 93% just below the target of 95% (breakdown per area: North 98%; South 95%; and Central 87%). This is an improvement on the last quarter by a further 2%. The 30% LSOA registration rates have already met the local 95% target overall with performance 98% at the end of Quarter 3. South and North areas both registered 100% of these children with central registering 87%, demonstrating that those families living in the areas with the highest needs are the focus which is positive.

**1.B9 (a&b)** - Data for both LAC outcomes hasn't been published yet, and is expected to be published around March 17, as in 2016.

Looked After Children (LAC) achieving Level 4 or above at Key stage 2 for reading, writing and maths combined' no longer exists as a national measure. When the annual data is published it will refer to "% of LAC meeting the national standard in Reading, Writing and Maths".

#### **Ongoing risks and challenges ahead:**

A functional analysis of the Education and Skills service to review the structure of the service will ensure that the service delivers statutory functions, offers value for money and high quality.

Data-sharing exercises and follow-up will continue, as will work to re-engage the NEET cohort, both centrally and across all localities, to ensure the Council remains

on track

The children centre administration is being offered additional hours and further audit work was completed in October 2016, with actions now being implemented from November to improve consistency and performance across administrative activity in the local authority-run centres to support with any data inputting concerns.

Early Help teams (including Attendance Advisors and Education Welfare Officers) are working closely with schools to ensure that strategies and support plans are in place, along with robust policies which ensure adherence to statutory absence regulations. A more targeted approach working with schools and the whole family is planned alongside the “#every schoolday counts” initiative.

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

### Lead accountability:

**Terri Roche**, Director – Public Health

**Ian Thomas**, Strategic Director – Children and Young People's Services (measure 1.C4)

### Overview of progress:

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

All measures, except smoking status at time of delivery (SSATOD), are annual. SSATOD data for quarter two 2016/17 is well down on annual data for 2015/16, therefore the 6 month position is promising to achieve the 2016/17 target.

Levels of childhood obesity have increased over the most recent 5 years but only slightly between 2014/15 and 2015/16. Sexual health as measured by chlamydia detection decreased again in 2015 but improvement plans are in place; and the latest interim data for quarter three 2016 shows an improvement to amber for year-to-date.

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

The CAMHS service, with its full staffing complement, is continuing to focus its resources on reducing the waiting time target for assessing CAMHS referrals within three weeks and with the backlog of children and young people waiting for assessment now almost cleared, it is anticipated that there will be further improved performance against the assessment target within quarter four.

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

### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No. 1.C1</b> – Smoking status at time of delivery decreased from 19.1% at Quarter 1 to 12.1% at Quarter 2. This is promising to achieve end year target of</p>	<p><b>Ref No.1.C4 (b):</b> 24% of triaged CAMHS referrals that were assessed within 3 weeks against a target of 95% - <i>waiting list initiative in place to improve</i></p>

18.4%.	<i>performance</i>
<b>Ref No. 1.C4 a)</b> - 100% of <i>Child and Adolescent Mental Health Service (CAMHS)</i> referrals triaged for urgency within 24 hours of receipt against a target of 100%	
<b>Performance story/narrative:</b>	
<b><i>Action - Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles</i></b>	
<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.	
<b>Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure)</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.	
<b>Ref No. 1.C2 Reduction year-on-year levels of childhood obesity (priority measure)</b> – The National Child Measurement Programme (NCMP) weighs and measures children in Reception and Year 6 on an annual basis to monitor childhood obesity.	
<p>The Rotherham School Nursing Service have started work to deliver the NCMP for the academic year 2016/17. Head Teachers have received a letter asking for their support for the delivery of this year’s programme (2016/17), alongside a data pack showing the last three years results of the NCMP for their school. Parents have also received a letter outlining the programme and asking for consent for their child to participate and those wishing to opt out have notified the service.</p>	
<p>Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. All of the Children’s Weight Management Services in Rotherham are focusing on local schools with higher rates of childhood obesity to improve health outcomes. These are actively marketed by a range of frontline workers including school nurses. In addition, school nurses, health visitors and other key frontline workers have recently received training on ‘How to raise the issue of weight’. This has resulted in families better engaging with the Healthy Weight Services in Rotherham.</p>	
<b>Ref No. 1.C3 Chlamydia detection rate (15-24 year olds)</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.

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

The latest returns from the service have shown Rotherham's position moving from red to amber (based on interim data to Quarter 3)

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

**Ref No. 1.C4 b)** - The percentage of triaged referrals that were assessed within the target of 3 weeks (Rotherham CCG stretch target) has remained significantly below the target of 95%. There had been an improvement in performance in the first two months of quarter three, 30.2% and 35.2%, but performance slipped to 24% in the final month of the quarter. There had been a significantly higher number of priority referrals in the final month, which has been the key factor in the decrease in performance.

In relation to this measure nationally this is set at a 6 week target and not 3. However, the contract with the CCG for CAMHS in Rotherham aspires to a 3 week target. Further work will be done over the coming months to establish what the performance is at 6 weeks.

The backlog of initial assessments continues to reduce due to a waiting list initiative and with the backlog now almost eliminated there should be a corresponding increase in performance against target in early quarter four. There remains a short term re-alignment of staffing to allow the prioritisation of those young people on the waiting list and to address any new referrals coming into the system.

Additional monies in 2016/17 from the Department of Health are being utilised to reduce waiting times, through staff working overtime and for appropriate lower level cases to be worked by Rotherham and Barnsley Mind.

Referrals are now allocated to the relevant team at the point of assessment, so as to help with the allocation of appointments and with patient experience.

The Operational Manager is meeting with Meridian to review service capacity in line with the new model of working. An assessment trajectory has been accepted by commissioners; the service to be back on track by month end March 2017.

**Ongoing risks and challenges ahead:**

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

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

In addition, there has been a recent spike in the number of young people requiring an urgent assessment within 24 hours, which has had a knock on effect in scheduling initial assessment appointments for children and young people within the three week stretch target.



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

### Outcome: A. Adults are enabled to live healthier lives

#### Lead accountability:

**Terri Roche**, Director – Public Health

**Shokat Lal**, Assistant Chief Executive (measure 2.A6)

#### Overview of progress:

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

No performance data is available for 2016/17 as measures are annual. The most recent data shows the prevalence of smoking and physical inactivity have both decreased since 2012. The percentage successfully completing drug treatment increased (improved) between 2012 and 2014 but decreased again in 2015 to result in a slight net increase over this period. However, there has been a change in the categorisation of data between opiates, non-opiates and alcohol which may have affected this. An area of concern has been the recent increase in suicide rates becoming significantly worse than England for the period 2013-2015.

Crisis loans data for the quarter is showing a reduction, with 109 issued over the three month period (compared to 130 in quarter 2 and 248 in quarter 1). This represents a gradual decline in the numbers of loans issued (and their value) over the year to date. Any particular reasons for this trend are being explored with the loan provider, Laser credit union. The numbers of parcels distributed through the food in crisis provision, however, has continued at a level broadly consistent with the year so far (with the number parcels issued per month averaging around 250-280). Whilst numbers for the quarter fell to 787 from a high of 892 in quarter 2, figures by this stage of the year show that provision for 2016/16 (already at 2,489 at the point of quarter 3) is almost certain to exceed that in 2015/16 (2,526).

#### Exceptions:

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

#### Performance story/narrative:

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

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

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

**Ref No. 2.A2 % of physically inactive adults (aged 16+)** – The local target regarding physical inactivity is to increase physical activity in those with long-term conditions. This is supported by the Active for Health project, a 3 year scheme focussing on long-term conditions and based on providing safe and robust multi-condition sport and physical activity. Over 500 patients have completed the programme to date.

A video has been created for the Active for Health programme. This provides further information on how the project is using physical activity to help people with their rehabilitation and recovery from 7 different long term conditions. This was published in November 2016 and shown at the 1 year celebration event. It can be seen at: [www.rotherhamgetactive.co.uk/activeforhealth](http://www.rotherhamgetactive.co.uk/activeforhealth)

Further funding has been sourced from the Multiple Sclerosis (MS) Society to explore the role that physical activity can play in supporting people with MS. This will be piloted in 2017. This is being completed in partnership with Sheffield Hallam University.

Updated data in the Public Health Outcomes Framework as at November 2016 shows a decrease in the level of physical inactivity for Rotherham from 31.5% in 2014 to 30.6% in 2015, which is positive

**Ref No. 2.A3 Excess weight in adults (aged 16+)** – Public Health commission services to reduce excess weight in adults. Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. Contract meetings with all services show good progress with better estimates for contractual targets expected shortly. A dashboard for all weight management services is being developed to show quarterly progress against targets and to support better forecasting. This should be ready by February 2017.

Rotherham has successfully applied (December 2016) for funding to deliver wave 2 of the National Diabetes Prevention Programme (NDPP) as part of the Doncaster, Barnsley and Bassetlaw STP partnership. This will ensure that an intensive 9 month programme of education, support and activity will be available for adults who are at high risk of developing type 2 diabetes. A likely benefit of the programme is the reduction of excess weight in adults. Delivery will begin from April 2017.

**Ref No. 2.A4 Suicide rate (all ages) (Persons)** – The updated mortality data for suicide and injury of undetermined intent has been published in the Public Health Outcomes and Suicide Prevention Profiles. It now includes 2013-15, (3 years combined). The figures presented are for deaths registered each year, rather than deaths occurring in each year.

Rotherham's rates for both Persons and Males for 2013-15 are now significantly

worse than England. Rates for Persons are the highest in the Yorkshire & the Humber Region and 2nd highest among similar local authorities

There continues to be much activity to prevent deaths from suicide in the borough. The Rotherham Suicide Prevention and Self Harm Group meets bimonthly and at each meeting progress on the action plan is monitored.

The men's campaign has been promoted through advertising in the local press and at Rotherham United Football Club. An article was included in the council's magazine for tenants, Home Matters. Information on support services was widely publicised over the Christmas and New Year period.

Consultation has commenced with young people on a mental health campaign which when launched will encourage young people to spot the signs that a friend may need help and direct them appropriately.

All schools in the borough have been sent a Critical Incident Response Sheet. This document provides a checklist for schools/settings to work through following notification of a critical or any serious incident such as serious self-harm, suicide or death by other causes. The suggestions act as prompts in order that a swift and effective response can be put into place within the shortest possible timescale.

A pilot project between Rotherham Samaritans and South Yorkshire Police started in December 2016 which will offer support to adults bereaved as a result of suicide.

Wentworth Valley Area Assembly has allocated £8000 from their devolved budget for suicide prevention work in their area. This has included campaign materials; coasters/beermats which have been distributed round the area. In addition they have brought in several mental health and suicide prevention training courses which will run until March 2017. The first of these courses ran in December 2016 and was oversubscribed.

**Ref No. 2.A5 a) and b) Successful completion of drug treatment (opiate users (aged 18-75) and non-opiate users (aged 18-75))** – Data has recently been updated to 2015 in the Public Health Outcomes Framework. This shows that performance of successful exits from treatment for both opiates and non-opiates for Rotherham are both 'similar' to the England average and in the second quartile compared to local authority comparators. This represents a decrease from 2014 but there has been a change in the definition of how treatments are categorised between alcohol, non-opiates and opiates which could affect this.

Quarter 3 has seen a slight delay in the new Recovery Service transferring to the preferred provider 'Lifeline' due to a challenge within the tender award process which halted the mobilisation, however was resumed mid-December with a revised transfer date of 1st April 2017. The current Recovery Service continues to operate, however the majority of service users accessing the service are non-opiate and alcohol service users with some outreach taster sessions taking place outside of Carnson House with the aim of attracting opiate users. The Service has also been successful in an application to be part of Building Better Opportunities – Sheffield City Region an integrated, person-centred employment service whereby 2 employment-focused

coaches will be co-located within Carnson House to support users of Rotherham drug and alcohol services from the end of December 2016 developing pathways to work and learning, and providing benefit advice/ debt management advice.

There is a focus within the secondary care drug treatment service to transfer those clients in treatment who could be treated by their own GP within the commissioned shared care service in order for workers to concentrate their efforts on the more complex and chaotic clients. The target is for 55% as a minimum to be treated within shared care.

**Ref No. 2.A6 a) and b) Number of people supported through welfare provision: food parcels; and crisis loans** - Crisis loans data is showing a further quarter-on-quarter reduction, with 109 in issued over the three month period (compared to 130 in quarter 2 and 248 in quarter 1). Within the quarter, monthly monitoring data also showed a gradual decline in the numbers of loans issued (as well as their total value, by definition). Further work will take place to determine the key factors for this trend, though Laser credit union's the temporary accommodation during 2016 and relocation in the autumn of 2016 is likely to have had an impact.

The numbers of parcels distributed through the food in crisis provision in the quarter stands at 787. Whilst this is lower than the high of 892 in quarter 2 and also the 810 in quarter 1, the average number of parcels issued per month over the year so far appears to be relatively consistent, within a range of 250 to 280. At this quarter 3 stage – with 2,489 parcels distributed, the end-of-year total is likely to be well in excess of the 2,526 parcels distributed during 2015/16.

**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 overall outcome. This has been out to public consultation for feedback on how to best prioritise services. Results are currently being analysed. Public Health is also in the process of mobilising three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery following a successful procurement process.

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

**Lead accountability: Anne Marie Lubanski**, Strategic Director Adult Social Care and Housing

**Overview of progress:**

Please note that, due to the transfer over from the SWIFT/AIS care management recording system to the new Liquid Logic system week commencing 12<sup>th</sup> December 2016, data for some measures is only available up to the cut-off date of 30<sup>th</sup> November 2016; or in some cases may not be available for quarter 3 due to new recording processes, which require re-development of reports to extract from Liquid Logic.

Based on where quarter three data, associated narrative updates and analysis of any limited data sets are available, the overall assessment indicates that “Good” progress in being achieved in terms of meeting this outcome; but several measures are becoming more challenging as at the point of this third quarter.

Service Plans capture and track the on-going initiatives and key milestones for the actions in the Corporate Plan and are being used to provide the overall evidence of delivery of this outcome.

Measures supporting the actions for this outcome are indicating a positive direction of travel; most measures with specific targets being on track. However, Delayed Transfers of Care (DTC from hospital) is coming under pressure and a downward switch has been seen in direction of travel based on published November data. Local ‘on the ground’ experience of delays has resulted in the hospital operating at over 100% bed capacity, which means patients are not getting admitted onto wards and trolley waits have been a day-to-day occurrence. DTC is therefore rated off target. Services supported by the Performance and Quality Team within the Adult Care and Housing Directorate expect current actions (including performance clinics and investigations) to mitigate against risk and achieve the best performance possible.

The number of carer assessments still remains lower than expected when compared to the historical trend target set for 2016/17. Investigations have identified that changes to business process that previously allowed for recording of joint assessment of the Carer and Service User are no longer undertaken, following Care Act requirements. This has led to further reductions, as although carer’s are eligible and offered an individual assessment, they may choose to decline. Additionally during quarter three the service is now linking carer assessments to provision of specific services. Whilst this will improve numbers undertaken it will be necessary to re-baseline future targets, as the impact of ceasing joint assessments will reduce total numbers taken up on an individual basis. A full analysis of this is underway to inform quarter four actions and impact on 2016/17 target delivery.

Mental Health assessments were showing an increase in the quarter, until high levels of sickness have been experienced by the team. Actions to mitigate the long-term impact of prolonged absence are being decided.

Increased in-year budget pressures during quarter three spend on residential and community placements has occurred and prioritised management actions to reduce this are being constantly reviewed and applied.

Learning from 2016/17 will inform target setting for 2017/18 Corporate Plan measures.

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

#### Exceptions:

Good/improved performance:	Areas of concern:
<b>Ref No. 2.B7</b> Number of admissions to residential rehabilitation beds (Intermediate Care). Increased numbers receiving service and performing above target.	<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 has declined and is unlikely to meet stretch target. <b>(Priority measure)</b>
<b>Ref No. 2.B4 a) and b)</b> - Proportion of adults receiving self-directed support 79.9% and carers in receipt of carer specific services 100% - both above target <b>(Priority measures)</b>	<b>Ref No. 2.B5</b> - Number of carers assessments lower than target profile at accumulative in year 935 against an annual target of 2,500. The direction of travel has also declined.
<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, but Q2 improvement in % spend measure has been eroded, despite lower new admissions rates. <b>(Priority measures)</b>	<b>Ref No. 2.B10</b> - Supporting people with a Learning Disability into employment slightly below 6% target at 5.7%

#### Performance story/narrative:

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

**Ref No. 2.B1 No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure)** - The Safeguarding Annual Report has been signed off at Cabinet, been published and was reported on to the 'Improving Lives Select Commission'. Andrew Wells has now commenced in the appointment of Head of Service for Safeguarding. The Rotherham Safeguarding Adults Board (RSAB) continues to meet every other month and during November the Board received a presentation by South Yorkshire Police on Modern Day Slavery. The Board continues to be well-attended by partners and the sub-groups are being embedded

into practice. The Rotherham Safeguarding Adults Partner Self-assessment Framework Questionnaire was circulated, responded to and submitted to the independent Chair. The role of the Safeguarding Board Manager will be advertised shortly. The escalation and resolution policy is being tested and reviewed in practice and will be signed off at a future Board meeting in 2017.

Although the Council has seen some change in the number of safeguarding investigations recorded as completed, further work to assess the impact and any risk as to the lower level of recording reported will be followed up during quarter four via Liquid Logic reporting and any necessary service actions undertaken.

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

**Ref No. 2.B2 Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population (priority measure) -**

Partnership working at the hospital continues to improve and this measure of DTOC was amongst the lowest (5<sup>th</sup> as at quarter two) in the Yorkshire & Humber region. Similarly the linked health 'total delayed days measures' are showing (as at quarter three November data), Rotherham in 2<sup>nd</sup> best quartile nationally and as 2<sup>nd</sup> best performing council in South Yorkshire. This is in the overall context of a significantly challenged position in both social care and the NHS. In the next quarter work will progress to look at trusted assessor models for "off-site" beds, improve hospital to home pathways and scope the future intermediate care bed base.

A development of an out-of-hours "single point of access" for Rotherham, bringing together health and social care, is being progressed over the next quarter which should support unnecessary hospital admissions out-of-hours.

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

**Ref No. 2.B3 Number of people provided with information and advice at first point of contact (to prevent service need) -** People are continuing to get information and advice early. Community Link Workers are feeding into this team to ensure that the Connect to Support site is inclusive of any new activities or events.

A soft launch of an early intervention tool "I Age Well" has just started. This will help citizens to identify early signs of age related deterioration and take action to manage these to remain independent for longer.

The information and advice offer is improving with the support of the dedicated information, advice and guidance officers in Single Point of Access, work to continue to improve this will continue into the next quarter.

The roll out of "Caring Together" will support the carer's element of information, advice and early support.

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

**Ref No. 2.B4 a) & b) - 2.B5 Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure); Proportion of Carer's in receipt of carer specific services who receive services via self-directed support (Priority measure); Number of Carer's Assessments completed** – Early work on the integrated locality pilot is being reviewed to look at focusing on three criteria: admissions to hospital / long term care, length of stay and costs of care packages.

A planned partnership event on 24<sup>th</sup> January, 2017 will highlight what is working well but set out the areas of challenge still to be overcome. Case studies will be used to illustrate examples of how working practices are changing as a result of this work.

Locality working is a key feature of the “Rotherham Place Plan” and discussions are taking place about how a wider roll out of a locality model could be instigated.

The Launch of the Adult Social Care system liquid logic, implementation of practice scrutiny processes (Practice Challenge Group) and significant investment in targeted training and development of staff is starting to support a shift towards a strengths based approach amongst front line staff.

A partnership strategy “Caring Together” has been developed and will be going back to the Health and Wellbeing Board for final partnership sign off imminently.

There is now no backlog in carers waiting for assessments within RMBC due to same day response in single point of access. There are anecdotal reports from “Crossroads” regarding carers presenting in crisis. The Strategy contains an action plan to ensure to identify hard to reach carers and ensure a sustainable caring role.

Changes in the assessment processes in liquid logic, improve the recording of carer's assessment outcomes. Mental health carer's assessments have been affected by high levels of sickness absence and actions to reduce the impact are being progressed to improve performance in Quarter 4.

***Corporate Plan action - Modernise Enablement Services to maximise independence***

**Ref No. 2.B6-2.B8 - The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure); No of admissions to residential rehabilitation beds (Intermediate Care); Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support** - The reconfiguration of the enabling service has now moved into the implementation phase, currently the extra care schemes are not included as part of the implementation phase. A plan with timescales to progress this piece of work is being undertaken in relation to Extra Care. The Provider arm of the enabling team will be moving onto their new rota pattern by the end of February 2017 and the remainder of the staff who requested voluntary severance will be released at this time. There is a further element of training required to get the workforce fully mobile but it is envisaged that the provider arm will be running to full capacity by the start of the new financial year in April 2017.

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



**stimulate the market****Ref No. 2.B9 a), b) & c) - Permanent admissions to residential care for adults and older people (Priority measure); % spend on residential and community placements (Priority measure) - Residential and Nursing Care**

There are pressures on the residential and nursing care budgets 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. There are currently 916 placements within the independent sector plus 120 placements in the two in-house residential care establishments including intermediate care provision.

Residential Care – increase in number of placements in respect of clients under 65 over the last 12 months including some loss of CHC funding. Over 65 placements are reducing but average cost of care packages increasing.

Community budgets are being impacted by continued increase in demand for services including Domiciliary Care(+11%), full year effect of a 29% increase in Direct Payments in 2015/16 plus a further 4.3% increase in numbers so far in 2016/17. Also, impact on cost of service provision in respect of the increase in National Living Wage which increased fees paid to independent providers by nearly 6%.

The 'new' admissions measures for both under and over 65's are continuing to perform well and are on track to exceed targets despite pressures from DTOC.

**Market Position Statement (MPS)** progress update – There is an existing MPS for Learning Disability. However, work is ongoing to produce an all up MPS for Adult Care and Housing, ready for 1<sup>st</sup> April, 2017. This will incorporate best practice from other local authorities and reflect the most current data. Below are examples of current actions that have been progressed:

- **Fair Price for Care**-The annual uplift report has been developed for residential and nursing care and Homecare providers which is due to go to cabinet February 2017 which will meet the national minimum wage for care staff and cost of living which will support the market provider's to pay care staff the right pay to deliver a good quality services across Homecare and Residential Nursing care. This will ensure that the market is sustainable.
- **A Market Sustainability report** is being produced which uses the Cordis Bright framework to understand the risks associated with in the current diminishing market place for adult's social care. This looks at the local, sub regional and regional market place and carries out benchmarking exercise around Residential, nursing and EMI beds within the market place. The MPS will deliver alternative to residential care services:
  - *Shared lives services and respite services (LD) this model should be rolled out to those with complex needs and older people*
  - *Supported living scheme (LD)*
  - *Affordable models for Extra Care (OP)*
  - *Day opportunities*
  - *Wrap around support from hospital to home*

- *More Home care services*
  - *Utilisation of assistive technology to support people in their own homes and support cares*
  - *Support for family carers*
- **A carers strategy** has been produced to ensure key partners provide adequate support to ensure carers continue supporting their loved ones.
  - **Homecare Framework Tender:** 3 Provider have been award on the homecare framework to support hospital discharge
  - **Day opportunities tender framework** has been tendered and will deliver both building based and non-building based services for adults with additional support needs. (transforming day care provision)

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

**Ref No. 2.B10 - Supporting people with a learning disability into employment -** Adults with a learning disability are supported into employment remains stable the previously reported actions remain and as part of the Learning Disability and Autism Offer Consultation which commenced 5 December 2016 until 2 February 2017 we will also capture detail around employment and skills.

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

**Ref No. 2.B11 a) and b) - Overall satisfaction of people who use care and support services -** Adult social care continue to seek to improve satisfaction levels of service users and carers through the revised models or working that are being phased in over 2016/17 as part of the Adult Social Care Development Programme.

The quarter 3 and quarter 4 scheduled carer and service user national surveys, are being progressed on schedule and 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:**

Currently the biggest risk facing adult social care is in-year and recurrent budget pressures. There are particular pressures from transitions, increasing demographics, cost of service pressure due to increases in living wage and changes to pensions. This is further exacerbated by an under developed market and personalisation offer and decreasing budgets.

Pressures on the NHS, in particular the Hospital have an impact across the health and social care economy and these are more prevalent through the winter period.

To ensure sustainability there is a need to refocus resources to prevention however the risk is that these resources are redirected to address immediate pressures and this will not address the underlying issues.

### 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

**Shokat Lal**, Assistant Chief Executive (measure 3.A5)

#### Overview of progress:

Good progress is being made to deliver this outcome although national factors are making it difficult to achieve all measures. Some of the key milestones contributing to this action include the approval of the Safer Rotherham Partnership Plan, installation of cameras as part of the Council's Taxi Licensing Policy and the commissioning of the Town Centre Masterplan.

The areas previously reported as areas of concern continue. For example, the number of people borrowing books and other materials has increased from quarter two to three. However, the Council is still not certain that the year-end target will be achieved. This is in line with national trends across the library sector.

Tackling anti-social behaviour, hate crime and domestic abuse remain a top priority for the Safer Rotherham Partnership.

Reports of Anti-Social Behaviour (ASB) have reduced during quarter three compared to the previous quarter and the same quarter in 2015/16. However, for the full year to date it is 6% higher than for the same period last year and unlikely to meet the 5% reduction target. A range of multi-agency interventions continue to take place in hotspot areas and a refreshed ASB Action Plan has been developed that is being driven by the re-launched ASB Priority Theme Group. A meeting will take place in February 2017 to discuss performance and investigate ways of delivering further improvements to the service.

The number of Domestic Abuse cases reported in the quarter has increased and is currently running at 43% more than for the same quarter last year.

Licensing powers were returned to the Council in December 2016. The implementation of the Council's Hackney Carriage and Private Hire Policy has continued throughout the third quarter of the year. All of the requirements that were introduced on a phased basis (by way of the implementation scheme) are now in effect. As a result, licences are no longer issued to individuals and/or vehicles unless all of the policy requirements have been met. The Council can now be confident that the standards that are set for those that we licence are amongst the highest in the country.

As was the case in the previous quarter, three out of the four requirements have seen very good compliance rates (98% or above). However, although the requirement for drivers to obtain the BTEC qualification (or equivalent) has improved

since the previous quarter, it remains low at 62% - details of the potential reasons for this and mitigating actions to address under performance are given in the narrative section below

Based on the latest LGA Satisfaction survey, the question around satisfaction with residents' local areas showed little difference between Rotherham residents (81% who were satisfied with their local area as a place to live) and the national average (83%). Since June 2015, when the poll was first undertaken, this is a slight improvement. When respondents were asked, all things considered, how dissatisfied or satisfied they were with Rotherham as a place to live, 66% said overall they were satisfied. This is an increase of four percentage points since the last poll (June 2016) but has decreased slightly over the course of the four surveys (the only survey result to do so).

### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No 3.A4</b> - 100% of eligible Taxi licence holders that have subscribed to the DBS online update service.</p> <p>98 % of drivers that have completed the council's safeguarding awareness course.</p> <p>98 % of vehicles that, where required to do so, have had a taxi camera installed (or are committed to having one installed).</p>	<p><b>Ref No. 3.A1</b> – ASB cases. 3,298, (115 cases, a 3% decrease on quarter 3 of 2015/16) – however for full year date an increase in 6% on Q1 to 3 15/16. <i>Reduction in ASB is a key priority of the Safer Rotherham Partnership</i></p>
	<p><b>Red No. 3.A3</b> – Domestic Abuse cases 632 a 43% increase on Q3 15/16</p>
	<p><b>Ref No 3.A4</b> – 62 % of Taxi drivers that have obtained the BTEC / NVQ qualification.</p> <p><b>Ref No. 3.A6</b> – Performance within the year continues to improve with regard to new borrowers in the borough's Libraries. However, at end December performance against last year was down by 6%. A number of initiatives intended to improve performance, including increased publicity for e-book services, have been introduced during October - December 2016</p>

### Performance story/narrative:

***Corporate Plan Action - Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework***

The Safer Rotherham Partnership Board is well attended by partners; the meetings function well and are effectively chaired by the appropriate Cabinet Member with Commissioner Ney in attendance. Actions are being progressed. A review of the Performance and Delivery Board (PAD) has taken place to ensure that it is fit for purpose and able to drive robust performance improvements. A Partnership Data

Analyst has been appointed and agreement has been reached that the post holder, together with the South Yorkshire Police research analyst sits within the Community Safety Team at Riverside House. Following recruitment of the Data Analyst, work has taken place with the Assistant Director for Community Safety and the Police Superintendent of Partnerships (joint Chairs of the PAD) to ensure the performance monitoring is fit for purpose, relevant and robust. The new performance reporting framework has been welcomed by the Safer Rotherham Partnership and provoked effective discussion and challenge at the December Board meeting. Partnership priorities and the Partnership Plan have been agreed and published

**Ref No. 3.A1 Reported instances of anti-social behaviour in Rotherham –**

Reports of Anti-Social Behaviour (ASB) have reduced during Q3 compared to the previous quarter and Q3 of 2015/16 however for the full year to date it is 6% higher than for the same period last year and unlikely to meet the 5% reduction.

A range of multi-agency interventions continue to take place in hotspot areas (i.e. areas identified as suffering high levels of ASB); and a refreshed ASB Action Plan has been developed that is being driven by the re-launched ASB Priority Theme Group.

Analysis indicates that overall rowdy/nuisance behaviour accounts for the highest percentage of reports, followed by vehicle nuisance, neighbour disputes and noise complaints.

A performance clinic regarding anti-social behaviour is scheduled to take place in February 2017 when a comprehensive discussion and analysis of ASB will take place. ASB continues to remain a key priority of the Safer Rotherham Partnership and as such anti-social behaviour hotspots, repeat victims and perpetrators continue to be a focus of multi-agency, Case Identification Meetings (CIM), Performance & Delivery Group, theme leads and the weekly Police/Council 'THRIVE' (Threat, Harm, Risk, Intelligence, Vulnerability and Engagement) meeting.

**Ref No. 3.A2 Reported instances of hate incidents in Rotherham -**

Hate incidents are significantly under reported and efforts continue to be made to address this. It continues to be a priority of the Safer Rotherham Partnership (SRP) to robustly tackle hate crime and improve confidence in victims to report hate crime. For the second year running, the Safer Rotherham Partnership is supporting a community-based project to develop women in the community to be volunteer hate crime advocates. South Yorkshire Police are continuing to promote Operation Solar – an initiative to facilitate informal and anonymous information and intelligence gathering. Reported Hate Crime and Hate Incidents have increased compared to the same period last year and this is seen as a positive. This is as a result of improved reporting procedures and an improved confidence in victims coming forward, either direct to the Police or through third party reporting.

**Ref No. 3.A3 Reported instances of domestic abuse in Rotherham -**

As with hate crime, it is acknowledged that domestic abuse is under reported. During quarter three there was a 43% increase (189) in recorded incidents. It is a priority of

the Safer Rotherham Partnership (SRP) to robustly tackle domestic abuse and improve confidence in victims to report it.

From 1<sup>st</sup> January to 31<sup>st</sup> December 2016 the number of domestic abuse crimes recorded in Rotherham increased by 27% compared to the same period in 2015. South Yorkshire as a whole recorded an increase of 22%, Doncaster 21%, Barnsley 36% and Sheffield 14%. In respect of the current quarter three period compared to quarter three in 2015/16, the 43% increase in Rotherham compares with South Yorkshire 43%, Doncaster 50% , Barnsley 63% and Sheffield 28%.

The Safer Rotherham Partnerships response to domestic abuse has been discussed in detail at its Board Meeting, Improving Lives Select Commission and the Council's Senior Leadership Team meeting in December 2016. An action plan has been agreed and the actions are being progressed by the new Domestic Abuse Co-ordinator and driven by the Assistant Director for Community Safety & Street Scene. This will include a peer review which is currently being arranged.

The Safer Rotherham Partnership is continuing to work with its South Yorkshire counterparts to investigate the potential to introduce a county-wide Domestic Abuse Perpetrator Programme. Rotherham Rise, the current domestic abuse service provider for Rotherham will be involved in this process.

A new domestic abuse action plan has been developed, managed by the newly reformed multi-agency domestic abuse priority group, reporting to the Performance & Delivery Group of the SRP with oversight and scrutiny by the SRP Board.

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

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

**Ref No. 3.A4 % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)**

The implementation of the Council's Hackney Carriage and Private Hire Policy has continued throughout the third quarter of the year. All of the requirements that were introduced on a phased basis (by way of the implementation scheme) are now in effect. As a result, licences are no longer issued to individuals / vehicles unless all of the policy requirements have been met. The Council can therefore be confident that the standards that are set for those that are licensed are amongst the highest in the country.

As was the case in the previous quarter, three out of the four requirements have seen very good compliance rates (98% or above). 98% of drivers have completed the Council's safeguarding training; and the remaining 2% of are currently suspended and therefore are not eligible to drive a licensed vehicle.

2% of vehicles have not had cameras fitted. The drivers of these vehicles have not been suspended as cameras were not due to be fitted in their vehicles during quarter three. However, should they not have cameras fitted in their vehicles by the due date they will become automatically suspended from driving their vehicle.

The requirement for drivers to obtain the BTEC qualification (or equivalent) has improved slightly since the previous quarter from 56% to 62%.

It should be noted that, within the policy implementation scheme, compliance with this requirement is verified at the point that a driver renews their licence. As licences are typically valid for a three year period, it is possible that there are a significant number of licence holders that possess the required qualification but this has not yet been verified by the Council (as they have not yet renewed their licence). It should also be noted that 100% of driver licences that have been issued since 6<sup>th</sup> July 2016 (204 in total) have only been issued if the driver meets the BTEC qualification requirement.

Three new Licensing Enforcement Officers are being recruited in January 2017 which will enable additional proactive checks to take place to identify those drivers that have not yet obtained the qualification and to pursue appropriate enforcement action against those that do not meet the requirements.

Other significant developments of note in the third quarter of the year include:

- The Secretary of State for Communities and Local Government has formally returned the licensing functions back to the council. This is the culmination of a significant amount of work by the council and represents a positive step on our overall improvement journey.
- The Council successfully defended a legal challenge against the requirement for taxi cameras to be installed in licensed vehicles.
- Council Members and officers have attended a number of sessions arranged by the Local Government Association to share our experiences and learning over the past 12 – 18 months. The presentations that were delivered were very well received by those that attended.

The Licensing service has continued to contribute to the delivery of the Council's financial targets by way of ensuring that all appropriate fees are fully recovered, and by working to ensure that our licensing processes are as efficient as possible – areas we are currently working on include:

- The introduction of online applications for the majority of licences.
- Online booking of vehicle compliance tests

Further details on both of these areas of work will be available in future updates.

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

**Ref No. 3.A5 a) and b) How satisfied or dissatisfied are you with your local area as a place to live; Overall, all things considered, how satisfied or dissatisfied**

**are you with Rotherham Borough as a place to live** –Based on the latest LGA Satisfaction survey (held in December 2016), the question around satisfaction with residents' local areas showed little difference between Rotherham residents (81% who were satisfied with their local area as a place to live, up from 80% in the June 2016 survey) and the national average (83%). Since June 2015, when the poll was first undertaken, this is a slight improvement, but it has not changed markedly over the course of the last four surveys.

When respondents were asked, all things considered, how dissatisfied or satisfied they were with Rotherham as a whole as a place to live, 66% said overall they were satisfied. This is an increase of four percentage points (from 62%) since the last poll (June 2016), which is closer to the 69% recorded in the first LGA poll when it was held in June 2015 (and had been decreasing slightly over the course of the previous two polls).

These are based on 6 monthly data. The next LGA survey is scheduled for December 2016 and results will be fed in via the Quarter 3 performance report.

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

**Ref No. 3.A6–3.A7 Number of people borrowing books and other materials (Cumulative) (Priority measure); Aggregate pedestrian footfall in the Town Centre -**

Performance within the year continues to improve, however, by the end of the 3<sup>rd</sup> quarter, performance against the same period 2015-16 was down by 6%. Recent reductions in expenditure on books and other materials for loan may have contributed to this decline; though benchmarking confirms reductions in the number of people borrowing books from libraries is both a regional and national trend.

Whilst the numbers of people borrowing books is showing a slight decrease, there is a substantial increase in the number of people participating in active learning within libraries – including activities related to employment, health and wellbeing and developing IT skills.

A number of initiatives intended to improve performance, including increased publicity for e-book services, have been introduced during October - December 2016. These include:

- Ongoing discussions regarding improvements to town centre library provision.
- A partnership with Grimm and Co has led to joint visits – with schools spending time at Grimm and Co and then visiting Riverside Library.
- Work with the Rotherham Heart Town partnership has resulted in Rotherham being the first town in the UK to use libraries to loan out CPR training kits to local community organisations. The British Heart Foundation is funding kits for all 15 libraries - these include “everything needed to learn CPR in half an hour”. Public access defibrillators will also be provided at all libraries.
- Involvement in Radio Sheffield’s “Radio Reads” initiative.
- Involvement in local events and activities – for example, approximately 1200



people visited Wath Library on 25<sup>th</sup> November for the Wath Lights Ceremony.

- Involvement in the RTP “Get Rotherham talking” programme – at a “Cuppa and a chat” event at Kiveton Park Library in December, students from Wales High School and local senior citizens met to chat around the topic of how their experience of communication has changed.
- Christmas Events in the town centre and Riverside House included activities with Father Christmas where children were encouraged to join the library

The Library Strategy 2016-19 was approved by Council in October, along with a range of changes to the future service offer and implementation of associated savings proposals totalling £474,000. During 2016-17, the Service is releasing in year efficiency savings of around £250,000.

As part of a longer-term strategy, the service is working on:

- Developing a better understanding of our communities’ reading needs and interests. This will take account of literacy levels as well as tastes and interests. This is about ensuring that we have a book offer which is relevant and appealing.
- Restructuring the service to bring staff in Bibliographic Services and Reader Development together. This will strengthen the relationship between those making decisions about book purchases and those engaging with communities on reader development activities.
- Investment in marketing in order to better promote library services to current non-users. This will address a historic deficit in this area and will be considered as part of a wider review of marketing across the Culture Sport and Tourism department.
- Staff development activity to better equip frontline staff to turn library visits into active borrowing. This is about helping staff to better develop the skills they need to engage members of the public, learners and other visitors with the book stock, helping people to find the books and other materials that they need. Lessons can be learned here from how staff approach working with children, where there is evidence of high usage, quality events and active borrowing

A number of improvement actions are underway to improve the level of footfall in the town centre as follows:

- Continued work on the Town Centre Master-plan with the piece of work aiming to set out the delivery programme for the redevelopment of a number of key sites in the town centre. The work has also included proactive communications with potential investors, particularly focussing on Forge Island and desired potential leisure scheme.
- The purchase of Forge Island is nearing completion and the sale of Westgate Chambers is agreed subject to Planning.
- The Starter Homes Bid being confirmed as successful and securing funding (value tba) for a significant number of new homes in the town centre on three priority sites and a further nine schemes.
- Investments in marketing and promotional activity, particularly during the festive season promoting the independent shopping offer and widening the

events programme to include more culturally diverse events, family friendly activities and extended shopping/ opening hours.

**Ongoing risks and challenges ahead:**

From the outset the Safer Rotherham Partnership recognised reducing anti-social behaviour reports for 2016/17 compared to the previous year would be a very difficult challenge and indeed reports being received are increasing both on a local and national basis. Previous years' significant decreases in the levels of reported anti-social behaviour have impacted upon the Partnership's ability to continue to sustain those reductions.

Performance against the "active borrower" 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.

The emerging role of libraries as neighbourhood hubs presents many opportunities to encourage new and repeat visitors. The future challenge will be to encourage those visitors to become and develop as readers.

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

In addition the retail sector is in transition and town centres are especially affected by increases in online shopping and out of centre competition. A major planning application has been submitted to Sheffield CC for a significant leisure scheme at Meadowhall which could be a risk to the ambitions for Rotherham Town Centre.

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

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

**Overview of progress:**

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

Numbers of ground maintenance complaints has reduced during the 3rd quarter, compared to the 2nd quarter of the year and performance around remedial works remains high.

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

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<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> <i>This measure validates the process of carrying out remedial works.</i></p>	
<p><b>Ref No. 3.B5</b> – 38.21 missed bin collections per 100,000 collections in Q3, against a target of 60.</p>	

**Performance story/narrative:**

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

**Ref No. 3.B1- 3.B4 Levels of Street Cleanliness not more that 5% of sites are considered to be below standard (Grade A or B in CoP); Road Networks in need of significant repair; Effective enforcement action; Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure); Number of Grounds Maintenance customer contacts**

Quarter 3 saw grounds and cleansing services continuing to meet target times and performing well.

Customer contacts regarding grounds issues were again lower than in the same quarter last year and Quarter2 of 2016-17. Customer contacts normally peak during the 2 quarter when grass cutting teams are out and about and it is anticipated call levels for Q3 and Q4 will be lower and unless there is some unexpected incident the

annual total will be as expected. Further analysis of the contacts received during Quarter 3, shows that 4 customer complaints were received out of a total of 73 contacts.

There is marked improvement in the current year around strengthened enforcement to tackle fly-tipping and other enviro-crime offences. The measure on fly-tipping prosecutions measured cumulatively at 8 at the third quarter stage for 2015/16 and at the same stage for 16/17 stands at 21.

The measure on other enviro-crime prosecutions for Q3 2015/16 was 34 and at the current year's quarter 3 stage is 185.

Whilst the current year's performance is a baseline measure, there is clear improvement across both measures. Both areas of activity support the Council's drive to strengthen enviro-crime enforcement to change behaviours and provide a deterrent.

The Highway Network Management Team carried out a Members Seminar on the 11<sup>th</sup> October regarding the principles of following good asset management techniques to maximise the available funding to repair as much of the highway network as possible.

By the end of Q3 the Council delivered patching and resurfacing works on 224 roads with almost 400,000sqm repaired.

The works have been undertaken on -

- 11 - A Class Roads
- 10 - B Class Roads
- 23 - C Class Roads
- 161 – U Class Roads

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

**Ref No. 3.B5–3.B6 Number of missed bins per 100,000 collections; % of waste sent for reuse (recycling and composting)** - The missed bin performance, 3.B5, is showing an improvement over Q2 reducing to 38.21 missed bins per 100,000 collections. This compares favourably with the Association for Public Service Excellence (APSE) performance report 2014–15 which reports an average 61.12 missed bins for the full year performance for APSE reporting authorities. As reported in Q2 the introduction of weekly performance meetings for frontline supervisors has helped to focus attention in this area. This work includes an analysis of missed bins by collections crews which is discussed with the delivery staff. This provides focus to areas requiring improvement along with other service delivery activities and continues to improve performance in this measure.

The measure on waste recycling is on track to meet its anticipated target of recycling 45% of all Household waste collected by the authority. Quarters 1, 2 and 3's performance is currently achieving a 47.28% level of recycling due to the "front loaded" collection of garden waste that occurs across the growing season of April to

October. As reported in Q2 as this waste stream tapers off, the overall recycling rate will reduce. We are still forecasting to achieve the 45% recycling target by 31.3.17.

The annual waste calendars have been issued November/December 2016 that promoted and encourage recycling and the correct use of waste containers and Household Waste Recycling Centres. The Council will continue to engage with the public to recycle through an informative yet instructive sustained campaign via the Council's own web site, intranet, newsletters, bulletins and twitter and possibly local Press with a further promotional push in Feb/Mar prior to the re-commencement of Garden Waste Collections in April. Waste Collections throughout the Christmas period were completed as planned.

**Ongoing risks and challenges ahead:**

The recycling performance will drop from the current 1st, 2nd & 3rd quarter's level of around 47.28% as kerbside collection of garden waste cease from the 28<sup>th</sup> October until April 2017, therefore reducing recycling material collected. Garden waste can still be recycled at our 4 Household Waste Recycling Centres. It is still anticipate that we will meet the overall target of 45% through levels of recycling to date and continued recycling of other material streams.

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

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

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

#### Lead accountability:

**Damien Wilson**, Strategic Director – Regeneration and Environment

#### Overview of progress:

Actions to deliver economic growth in the borough have continued to progress satisfactorily throughout the 3rd quarter. A full suite of data used to measure progress against this outcome will be available and reported at the end of the financial year.

#### Exceptions:

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

#### Performance story/narrative:

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

**Ref No. 4.A1 – 4.A6 - Survival rate of new businesses (3 years) (Priority measure); Number of jobs in the Borough (Priority measure); Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old); Overall number of businesses in the Borough (Priority measure); Narrow the gap to the UK average on the rate of the working age population economically active in the borough; Median average gross weekly wage for full-time employees working in the borough (percentage of UK average) -**

The measures are linked to delivery of the Rotherham Economic Growth Plan, delivery of which is continuing; with the Business Growth Board of the Rotherham Together Partnership leading on this work.

The measure on median average gross weekly wage for full-time employees working in the borough as a percentage of national average (4.A6) has reported latest statistics for the period up to 31 March 2016. This shows a decline in the % from 90.7% to 89.9%; however, the Annual Survey of Hours and Earnings (ASHE) is potentially unreliable at a local authority level given the small sample size. It can fluctuate significantly and it is the longer-term trend that is considered more important (Rotherham has been around 90% of UK for several years). In view of this the decline is not considered by the service to be of concern.

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

for these. They are also undertaking a review of progress during the last year and producing work plan for 2017/18, which will be taken to the next meeting of the main Business Growth Board.

The first annual review and monitoring of the Economic Growth Plan is currently taking place and will be taken to the Business Growth Board, and subsequently SLT and/or Cabinet during the first quarter of 2017.

Work has commenced on the Town Centre Masterplan, led by the consultants contracted to produce the plan, White, Young and Green. The finished document due in April/May 2017. Workshops are being held with a range of stakeholders, including Members, house builders and potential developers.

Bids have been submitted to the SCR for funding for a number of capital projects. The following 3 projects were agreed to proceed to a full bid following Expressions of Interest.

- Purchase of Forge Island
- Works to the A618/A57 linked to the Gulliver's Theme Park
- Purchase of the AMP Technology Centre

The SCR Launchpad Project is now operating in Rotherham. This is an innovative new delivery programme based on lean start-up business modelling techniques. Two workshops have been held since November, one to develop ideas, the other about starting a successful business. The workshops were available to all Rotherham residents and further start-up activity will be developed throughout the year.

The UK Steel Enterprise Accelerator is currently underway with 9 businesses from across the SCR taking part. A pitch event is scheduled to be held on the 2<sup>nd</sup> February 2017.

Sheffield and Rotherham Councils have together been successful in a bid to the Department for Transport for around £1.4m. This funding is to develop transport solutions for the AMID (Advanced Manufacturing Innovation District) and to assist with congestion at M1 Junctions.

#### **Ongoing risks and challenges ahead:**

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

The nature of the Rotherham property market may mean that innovative financial solutions will need to be found for projects, this is mitigated by applying for funds via SCR and other routes. .

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

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

**Lead accountability:**

**Anne Marie Lubanski**, Strategic Director Adult Social Care and Housing

**Overview of progress:**

The good progress made by the Council during the first two quarters of the year to enable people to live in high quality accommodation in the borough has been maintained through quarter 3. The % of non - decent Council owned properties in the borough is continuing to reduce, numbers of private landlords applying for licenses within Selective Licensing areas as part of the Councils Selective Licensing Scheme and complying to the terms and conditions of the scheme have increased and a further 2 new homes for affordable rent have been provided. The overall number of new homes provided in the quarter was 96 bringing overall completions in the year to 475. This is a reduction from quarter 2 when 178 new homes were delivered and it is unlikely the Council will now meet its target to provide 731 new homes by the end of quarter 4.

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<b>Ref No. 4.B2</b> – the % of the Councils stock that is non decent at the end of quarter 3 is 0.13% (which equates to 26 properties.) The annual target is 0.5% <b>(Priority measure)</b>	<b>Ref No. 4.B1</b> - 96 new homes have been built in the quarter bringing the total for the year to 475, against a target of 731 <b>(Priority Measure)</b>
	<b>Ref No. 4.B4</b> – Targets for increasing new affordable home ownership units in the borough have not been met but following government announcements the prospects for increasing this are improving.

**Performance story/narrative:**

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

**Ref No. 4.B1–4.B4** Number of new homes delivered during the year (Priority measure); % of stock that is none decent (Priority measure); Number of new social rented homes started in year; Number of new affordable home ownership units started in year –

Performance within the Housing Service generally is very strong and by the end of the 3<sup>rd</sup> quarter 33 of the 39 indicators used to measure the service are on target.



Work is taking place to improve performance against the remaining 6 indicators. The suite of indicators used to measure the overall strength of the service supplement the measures already being used to deliver the priorities within the Corporate Plan and contribute positively towards helping tenants live in high quality accommodation provided by the Council. For example, some indicators monitor delivery of the Repairs and Maintenance Service which contribute towards ensuring properties are kept in good state of repair. Similarly other indicators in the suite cover areas of service such as empty homes and these ensure properties being made available to let for new tenants meet the Council's Lettable Standard.

The good performance made by the Council to maintain properties at the decency standard previously reported in quarters 1 and 2 has been maintained through the last quarter. By using its stock condition information effectively at the beginning of the current financial year the Council assessed that 237 properties would become non decent during the course of the year. The assessment the Council made at the beginning of the year was accurate and by the end of quarter 3, following the delivery of programmes of work to non - decent properties by the Council's major Repairs and Maintenance Partners, Wilmott Dixons and Morrison's the figure of non - decent properties is now reduced to 26. These 26 properties will now be brought up to the decency standard during the final quarter of the year and the Council is confident its year -end target for non - decent properties (0.5% of its stock) will be exceeded.

Following recent government announcements the Council's future prospects to provide additional homes to rent and buy in the borough are bright. The Council has also been notified it has been selected as part of a list of 30 Local Authorities to spearhead the Government's Starter Homes Programme. Nationally £1.2 billion pounds is available to support these projects. The Council has made a bid for £32 million pounds to part fund 1014 new homes. Details of the Council's allocation are not yet known although a decision is imminent. 12 sites have been identified in the town centre where starter homes will provide up to 50% of the new housing offer. 6 of these sites are in Council ownership and of these 3 are "go early" sites which are ready for development. The go early sites identified are Sheffield Road car park, Millfold House and Henly's garage site on Wellgate. Starter Homes can be purchased by people between the ages of 23 and 40 who are first time buyers. Property values will be capped at £250,000 for properties outside London and £450,000 in the Capital.

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

**Ref No. 4.B5 a) and b) % of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure); % of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority measure)** – Work to implement the Council's Selective Licensing Scheme is continuing to progress well. In the early part of the year the Council identified that in Eastwood and Dinnington there were significantly more private rented properties than had originally been estimated when the target for this indicator was set, based on information from the 2011 Census. The result of this was that the performance information provided by the Council for the whole of the Selective

Licensing Scheme was skewed. To deal with this and provide more meaningful and accurate information the Council now caps performance across all Selective Licensing areas at 100%. Performance for landlords applying for licences under the scheme at the end of quarter 3 is 92%.

In the final quarter of the year new staff coming into the team will be targeted to increase, from 77%, numbers of landlords applying for licenses in Maltby, the only area within the scheme currently operating off target.

By the end of the third quarter, 1,396 applications were received to register for licenses under the scheme. Of the applications 1,203 licences have been granted and 8 applications refused based on the fact that the proposed licence holder is not considered a fit or the proper person to hold a licence. 3 cases are also proceeding to prosecution case as replacement applications have not been received.

The inspection regime implemented by the Council to ensure landlord compliance with the terms and conditions of the Selective Licensing Scheme is also continuing to operate well. By the end of quarter 3, 700 of the 1200 licensed houses have been inspected and where non-compliance has been identified remedial actions have been taken to prevent formal action being taken by the Council. 86% of properties have been found to be broadly compliant with housing legislation, which is very positive. This performance however, should perhaps be treated with caution as the inspections have mostly taken place in properties applying in the early part of the scheme and therefore may be more likely to be compliant.

It is anticipated that increased enforcement action may be required as the scheme progresses through the end of 2016/2017 and into the new financial year.

**Ongoing risks and challenges ahead:**

Following the Government's announcement to provide additional funding to increase the supply of housing in the borough the challenge faced by the Council now is to ensure programmes of work are in place to increase the supply of accommodation available as quickly as possible.

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

### Lead accountability:

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

### Overview of progress:

The profile for internal delivery is on target and any underperformance is specifically related to recruitment of learners by sub-contractors. Enrolments by sub-contractors are significantly under profile primarily as a result of the limitations of the Yortender Commissioning portal. The timescales set by procurement and the complexity of the updated system has seriously affected the number of organisations submitting funding applications. The service has invested considerable time and resource to address this but as yet has had little success.

2015/16 performance confirmed and reported to SFA by 20 October 2016 for the academic year:

- |                 |   |                                  |             |             |
|-----------------|---|----------------------------------|-------------|-------------|
| • Enrolments    | - |                                  | Target 3500 | Actual 1500 |
| • Success Rates | - | <b>Adult Skills Budget (ASB)</b> | Target 80%  | Actual 60%  |
|                 |   | <b>Community Learning</b>        | Target 85%  | Actual 84%  |
| • Progression   | - |                                  | Target 60%  | Actual 69%  |

2016/17 targets and performance year to date against profile as of month 4 period, first term for period ending 31 December 2016):

- |                 |   |  |            |             |
|-----------------|---|--|------------|-------------|
| • Enrolments    | - | <i>(Dec 16 profile)</i>  | Target 780 | Actual 372  |
| • Success Rates | - | <b>ASB</b>   | Target 80% | Actual      |
|                 |   | <b>Community Learning</b>  | Target 85% | Actual 100% |
|                 |   | <i>(100% for the 10 completers ytd and 100% retention to date)</i>                     |            |             |
| • Progression   | - |  | Target 60% | Actual      |
|                 |   | <i>(collection of in-year progression data will be available for the next quarter)</i> |            |             |

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 are interrogated by Ofsted during Inspections. There is still work to be done to ensure that data analysis is effective enough to highlight any potential areas of concern and risks to RMBC.

An improved 'Initial Assessment' processes, earlier identification of additional learner needs, a more stringent system of monitoring learner progress and identification of

learners 'at risk' of leaving early or failing to achieve qualifications have been introduced for 16/17 designed to improve learner success rates.

**Exceptions:**

Good/improved performance:	Areas of concern:
	Increase the % of people aged 19+ supported through learning to obtain a formal qualification – increase both enrolments and success rates.
	Ensure that the Service is fit for purpose to prepare for Devolution and potential conflicting priorities between City Region and Rotherham adult skills priorities
	Overall the number of people aged 19+ supported through a learning

**Performance story/narrative:**

**Ref No 4.C1** - Adults are supported and have access to learning opportunities

The Council's priorities for its adult education budget are in line with Government priorities for the use of this funding – namely to target:

- Adults living in the most deprived communities
- Adults with no formal qualifications
- Adults who have not reached NVQ level 2
- Adults with disabilities or limiting illnesses
- Adult with poor mental health
- Men
- Older people
- Families where no parent is working
- Unemployed people
- Carers
- BME communities

2016/17 Annual targets for learner enrolment **1,950**

Most learners are still in learning so success rate and progression data cannot be calculated until they complete their course. Of the 10 completers to date, 100% success rate achieved. The development of a process to support in-year monitoring and reporting of progression data is planned for the early New Year.

Enrolment to the bulk of ESOL courses starts in January. So far we have enrolled 7 learners. With the introduction of pre-entry level courses planned recruitment for 2016/17 should exceed the target of 50.

The service is currently developing partnership working with both internal and external stakeholders. More effective partnership arrangements will ensure that the ASB funding is used more effectively in the support of Council priorities

The Service continues with its programme of learner consultations and has further developed the Learner Forum to inform future learning provision so it better reflects the needs of the learners. Learner Feedback systems and learner focus groups further support the collection of information to ensure the ongoing service improvement.

**Ongoing risks and challenges ahead:**

Based on preliminary analysis of performance data against minimum levels of success, against SFA standards for 15/16, it is likely that the service will be issued with Notice to Improve – under performance against some learning aims and data monitoring issues continue. Work has been carried out to identify the causes of any underperformance and measures are being developed to provide an effective response.

The devolution of AEB to Sheffield City Region is likely to have a significant impact on prioritisation and allocation of funding beyond 2016/17. Changes to the funding rules for AEB may impact on the delivery against target enrolments as the service faces increasing competition from other providers as many of the target learners are already supported by other funding strands.

A complete review of the Quality Assurance Framework is planned and the sign off of the self-assessment is scheduled on the agenda at DLT on 31<sup>st</sup> January 2017, in preparation for a possible Ofsted inspection.

## Priority 5: Running a modern, efficient Council

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

### Lead accountability:

**Judith Badger**, Strategic Director – Finance & Customer Services

### Overview of progress:

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

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

### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No. 5.A1 - % Council Tax collected</b> in year was 80.83% at the end of December 2016 which is 0.27% below the figure as at end of December 2015.</p>	<p><i>The reduction in the in-year collection is an emerging issue that will need to be carefully managed over the next quarter to ensure that the collection target of 97% is achieved. The primary reasons for the reduction: are the System downtime (5 days) that occurred in the last quarter; and the increased backlog in workload as a result of this and the stopping of overtime working to help manage in-year spend.</i></p>
<p><b>Ref No. 5.A2 - Cumulative Council Tax arrears</b> was 45p per property lower as at the end of December 2016 compared with the end of December 2015. Performance is on course to achieve the target of top (best) quartile metropolitan councils which was £109.22 per property last year.</p>	
<p><b>Ref No. 5.A3 - % Non-domestic rates collected</b> in year was 81.65% at end December 2016 which is 0.45% above the figure as at the end of December 2015. This measure is presently on course to achieve the 98.0% target by year end.</p>	

**Performance story/narrative:****Action - Maximising the local revenues available to fund council services**

**Ref No. 5.A1 Council Tax in-year collection** – This year the Council is expected to collect £110.5m an increase from last year of £6.5m of which we expect to collect 97% in-year. At this stage in the year, the collection rate of 80.83% is 0.27% below the same time last year, however, it is still on target albeit with only limited room for any further reduction.

**Ref No. 5.A2 Cumulative Council Tax arrears** - measures the amount of unpaid Council Tax from previous years per property. This is currently £0.45 per property lower than the same time last year, and is on course to achieve the target.

**Ref No. 5.A3 Non Domestic Rates (NDR) collection** - The amount of business rates to be collected is £79.9m an increase of £2.7m from last year. At this stage in the year the collection rate achieved is 0.45% above last year and performance is still on course to achieve the year-end target.

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

**Ongoing risks and challenges ahead:**

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

Council Tax collection is 0.27% below last year's performance. This fall in collection levels is predominantly as a result of system issues, which has resulted in a loss of access for five days during October and November and the cancellation of a court hearing, and also a stop on overtime working to help manage in-year spend.

Should performance remain at 0.27% down on last year as at the year end, the target of 97% will be achieved; however there is now little room for further performance slippage.

The latest welfare reform the revised benefit cap came into effect from December 2016 when the maximum benefit for a family reduced from £26k to £20k. This has resulted in 272 families in Rotherham losing an average of £48.08 per week in Housing Benefit which will further impact their ability to make Council Tax payments. The council had a number of roadshows for affected families prior to the introduction of the cap where families could seek advice from numerous agencies. Ongoing new families affected will be signposted to available advice.

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

**Lead accountability:**

**Judith Badger**, Strategic Director – Finance & Customer Services

**Shokat Lal**, Assistant Chief Executive

**Overview of progress:**

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

New service planning and performance management arrangements continue to be implemented and risk management is developing, with a new Risk Policy and guide scheduled for approval within the next month. Improvements in information governance are being implemented; as are procurement arrangements.

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

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<b>Ref No. 5.B3</b> - Acceptance of recommendations from pre-decision scrutiny is currently at 100% at the end of quarter three.	Data on recommendations from other Overview and Scrutiny activity is not yet available, as reviews have not yet been completed or reported back to Cabinet.

**Story/narrative:**

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

**Ref No. 5.B1 Fit for purpose Annual Governance Statement 2016/17 (Priority measure)** - The Council was given a qualified (negative) opinion on the effectiveness of its governance arrangements in its Annual Governance Statements for 2014/15 and 2015/16, which reflects the outcomes of the Jay, Ofsted and Casey Reports and subsequent government intervention. The Annual Governance Statement 2015/16, which was published in September 2016, reflects positive progress made during the year and highlights the further steps that need to be taken



to achieve an unqualified opinion on the Council's governance arrangements in the 2016/17 Annual Governance Statement. Outside of improvements in key services, the further steps required include making improvements in a range of corporate arrangements such as service planning, performance management, risk management, procurement, information governance and the management of major projects.

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

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

With regard to other Overview and Scrutiny recommendations, it remains the case that no review activity has yet been completed and reported back to Cabinet. The Select Commissions are making substantive progress towards delivering recommendations to the appropriate decision makers in due course.

**Ongoing risks and challenges ahead:**

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

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

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

**Lead accountability:**

**Judith Badger**, Strategic Director – Finance & Customer Services

**Shokat Lal**, Assistant Chief Executive

**Overview of progress:**

The number of complaints continues to be received at the higher level experienced in quarter two at 275. This appears to show a consistently higher number received than during the previous two years; and, at the point of quarter three an estimate is that the end-of-year total could be in the order of 1,000 (compared to the c. 700 received in the previous two years). This reflects a change in emphasis to ensure that more customer enquiries and issues are processed as formal complaints so that they receive investigations by managers and learning is captured for the purposes of service improvement. Despite this continuing high number of complaints received the Council's response rate has again improved in the quarter to 86% (from 82% in quarter 2 and 79% in quarter 1) – exceeding the cumulative target set for the year.

The Council is actively developing its on-line offer in response to customer demand. The project to refresh the Council's existing secure on-line portal Your Account is making good progress and will be launched in December.

The Local Government Association (LGA) resident survey undertaken in December 2016 showed statistical improvements in two key areas: 50% of respondents stated that they trust the Council (8 percentage points higher than when first polled in June 2015); and resident confidence in the Council stood at 49% (also 8 percentage points higher than the first poll).

**Exceptions:**

<b>Good/improved performance:</b>	<b>Areas of concern:</b>
<p><b>Ref. No. 5.C1b</b> Numbers of complaints responded to within timescale is now at 86%, above the target of 85%, representing a steady increase in performance since quarter one (and in the context of an increase in the numbers of complaints being investigated during the year).</p>	<p><b>Ref. No. 5.C1a</b> – as reported in Quarter 2, while not a concern in itself, it is worth noting that the numbers of complaints being investigated by the Council remained at the high level experienced in Quarter 2. Overall this is not impacting on response timescales, and reflects efforts to investigate more of customers' issues through the formal processes, so that learning can be captured. But the situation will need to continue to be monitored.</p>
<p><b>Ref No. 5.C3-5.C4</b> – residents' survey showing 8% increases in people having trust and confidence in the Council (i.e. since survey first held in June 2015).</p>	

**Performance story/narrative:*****Corporate Plan Action - Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way***

The numbers of complaints received by the Council has been in line with the total for Quarter 2 (271) at 275. This compared to the lower level of 205 in Quarter 1 and is significantly higher than quarterly figures for 2015/16.

As reported previously, the Council has taken a number of steps over recent years to make it easier for complaints to be made, so that the appropriate steps can be taken to address the issues and problems residents wish to raise. The numbers of complaints now being investigated reflect the increased efforts to capture learning and ensure appropriate management oversight of customers' issues. This is not necessarily a negative development. The Corporate Complaints Team is working to ensure that regular reporting to senior and directorate management teams includes analysis on the emerging patterns and trends; as well as help ensure that all learning is taken on board.

Despite this sustained higher level of complaint investigations compared to previous years, there has been an improvement in the numbers being responded to within the required timescales, up to 86% which is above the 85% target for the year. This is an increase from the 82% in Quarter 2 and 79% in Quarter 1. Previously reported challenges in responding to complaints within the Regeneration Environment Directorate (specifically Waste Management) have been tackled and this reflects a key factor in the improved performance overall.

Numbers of compliments received saw an increase from 168 in Quarter 2 to 226 in this quarter. This is higher than the 183 reported in Quarter 1 and reflects efforts with Directorates to ensure that this information is effectively captured for performance reporting purposes.

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

**Ref No. 5.C3 – 5.C4 % of residents satisfied with the way RMBC runs things; % of residents that have confidence in the RMBC** – During December 2016, the Local Government Association (LGA) undertook its fourth satisfaction survey with Rotherham residents. Comparing figures to the first poll undertaken in June 2015, there are two significant statistical improvements.

- Firstly, 50% of respondents stated that they trust the Council, 8% higher than when first polled.
- Secondly, resident confidence in the Council has also increased by eight percentage points since June 2015 - now 49%.

Overall, all questions have seen a percentage rise since the last survey undertaken in June 2016 and over the course of all four polls there has been a slight improvement. These questions focus on key areas around satisfaction,

responsiveness and value for money.

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

**Ref No. 5.C5 % of transactions** - The new Digital Strategy has been approved by Cabinet and a plan is being developed to deliver the strategy. A Members briefing has taken place, outlining the strategy. The new iteration of Your Account is on schedule to go live in December with a push to increase online use at the same time. The Council's website continues to be developed in response to customer feedback.

**Ongoing risks and challenges ahead:**

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

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

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

### Overview of progress:

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

Members have been provided, including via the Newsletter on 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.

New behaviours and values have been launched via a communications campaign across the organisation and an awards event celebrating those living to the values took place on the 24<sup>th</sup> November with further publicity following the event

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

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

It is also worth noting that consideration of the second quarter performance report on the 2016/17 Corporate Plan at the Council/Commissioners meeting on 14<sup>th</sup> November 2016 demonstrates that a performance-focused culture is starting to be embedded across the organisation which provides elected members with improved information. Feedback from members will continue to inform and improve how this information and intelligence can be presented and improvement have been made for this Quarter 3 report.

### Exceptions:

Good/improved performance:	Areas of concern:
<p><b>Ref No. 5.D1</b> % PDR completion is now at 96% compared to a target for the year of 95%, with three Directorates exceeding the target</p>	<p><b>Ref No. 5.D2</b> Sickness days lost per FTE is 10.70 days (excluding schools) – target is 10.2 days <b>(Priority Measure)</b></p>
	<p><b>Ref No. 5.D3</b> Reduction in agency staff cost target is a reduction of 10%. Current figures show an increase of 43% <b>(Priority Measure)</b></p>

	<p><b>Ref No. 5.D4</b> - Activity remains underway to support the target for 85% of members to have a personal development plan, but this is subject to members committing to a positive approach personal development planning</p>
<p><b>Performance story/narrative:</b>  <b><i>Corporate Plan Action - Staff and managers have an opportunity to reflect on performance, agree future objectives and are aware of how they contribute to the overall vision</i></b></p> <p><b>Ref No. 5.D1 % PDR completion</b> - Timely completion of effective PDRs is vital in ensuring that staff and managers have an opportunity to reflect on their performance and how their future objectives contribute to the overall vision. Completion of PDRs - exceeded the 95% target. The HR team commenced a review of completed PDRs in October to check on the quality of the submissions. Findings will be reported to SLT by the end of January, together with recommendations for changes to the process for 2017. Approx. 50 interviews have taken place with reviewers and reviewees and a moderation meeting has taken place to review findings. Review of files is in progress.</p> <p>A 'lessons learned' exercise will be carried out in the New Year to further improve both the process and the quality of appraisal. Two phases of PDR enhancements will follow. The first phase will focus on incorporation of the values and behaviours, clarification of mandatory training and consideration of career progression/succession planning needs to be introduced by March 2017. A second phase looking at a more fundamental review of the performance elements and options for online completion/recording will be completed by March 2018.</p> <p><b>Ref No. 5.D2 Days lost to sickness absence</b> - decreased in the quarter but performance is still off target. One factor in this is thought to be the extent of reorganisation and change processes creating staff uncertainty.</p> <p>The HR Service has continued targeted support to individual managers by Business Partners and systems based reminders where action is required. A number of workshops for managers have been held – e.g. Regeneration and Environment, where the Strategic Director attended and emphasised the importance of timely action. In CYPS a 6 month programme of support agreed in May is currently being reviewed and refocused for a further period.</p> <p>In addition, HR is seeking SLT agreement to a reorganisation of how it supports management of sickness. It is proposed that the most difficult outstanding cases be managed corporately by a dedicated, specialist team focussed on managing them to resolution. New cases will be triaged to ensure that action is immediately focussed on difficult cases.</p> <p>HR is revising the e-learning package for managers and this will be used in</p>	

conjunction with a further corporate programme of manager workshops with 200 places currently planned under the Brilliant Basics programme.

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

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

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

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

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

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

The outcomes and action plan from the Pulse Survey and follow up Focus Groups have been published. A communications pack has been used by Directorates to share the results and action plan with employees. Reporting of progress against action plans has commenced.

Manager development programmes remain in place and engagement is taking place with all the Council's M3 (senior) managers through regular M3 managers meetings. The Brilliant Basics Programme is under way and further elements are being identified and prepared.

The full Strategic Leadership Team is now all in post and a senior leadership development programme has commenced.

***Corporate Plan Action - Members are able to fulfil their roles as effective community leaders***

**Ref No. 5.D4 % members receive a personal development interview leading to a structured learning and development plan** – The Personal Development Plan process for members remains at an embryonic stage. Learning style questionnaires have been issued to members to commence the process and responses have been returned. Non returns are being followed up and review meetings taking place with individual members. In addition to this, the Cabinet Member with responsibility for

member development, Councillor Yasseen, has met with the Assistant Chief Executive and has agreed the terms of reference for a Member Development Group. This group is now meeting and has role to help define and monitor the approach to member sign up to their Personal Development Plans. With support from the LGA, all members are scheduled to have had an opportunity to consider their PDP by February 2017.

**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 Pulse Survey and focus group sessions with staff – particularly in the manager group – reinforced by the findings of the Workforce Wellbeing Charter group, may lead to further increases in staff absence. New organisation structures and changes to terms and conditions of employment 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.

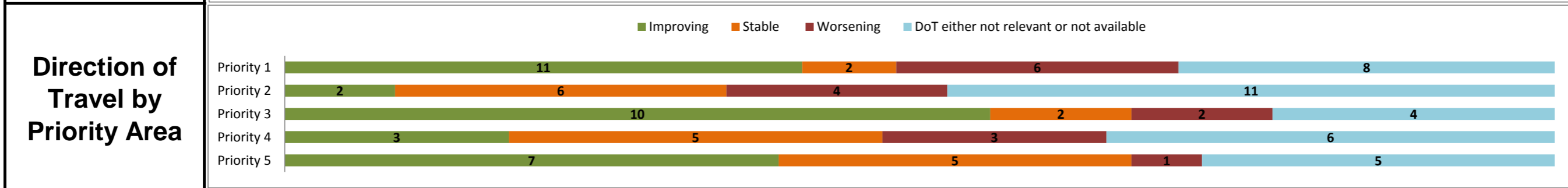
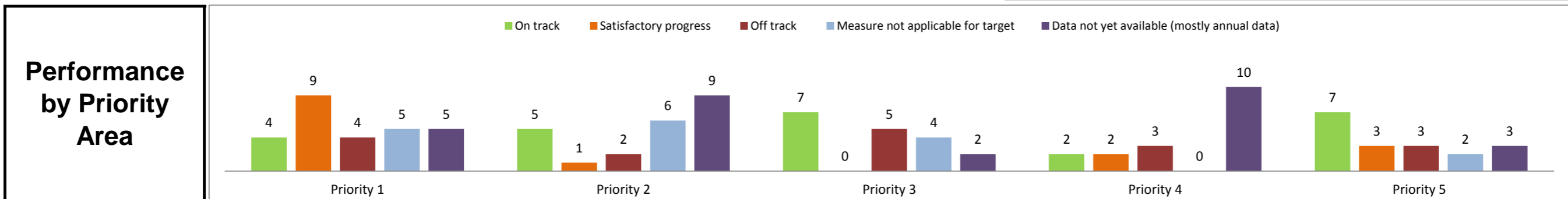
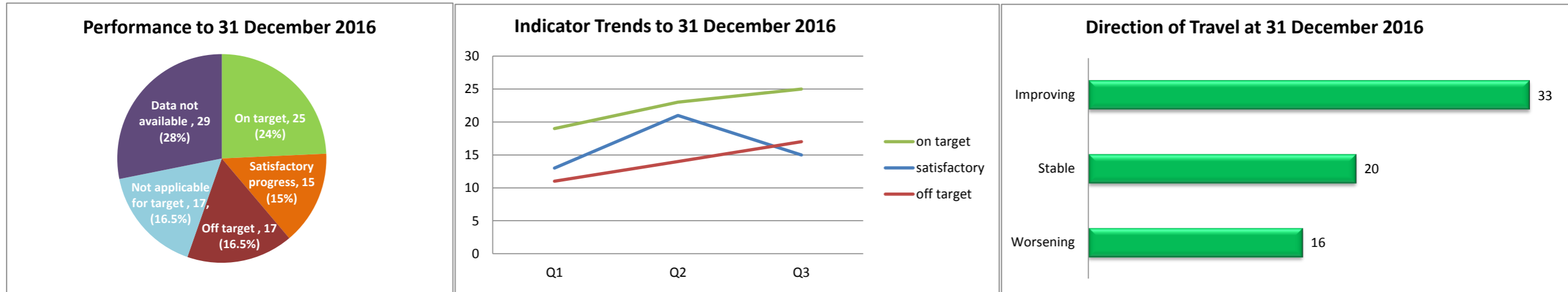
Members not engaging on a personal level with the process for improvement and development could risk poor political leadership. Members are continuing to receive appropriate training and support in respect of developing knowledge, skills and behaviours. The member-led group chaired by Cllr Yasseen is now informing and enhancing the Council's member development programme, which will be designed to equip Members with the knowledge, skills and behaviours required to be effective, alongside member Personal Development Plans, which requires member commitment to succeed. Practical support for this process has also been secured from the LGA.



**OVERALL PERFORMANCE SCORECARD**

*As per separate document*

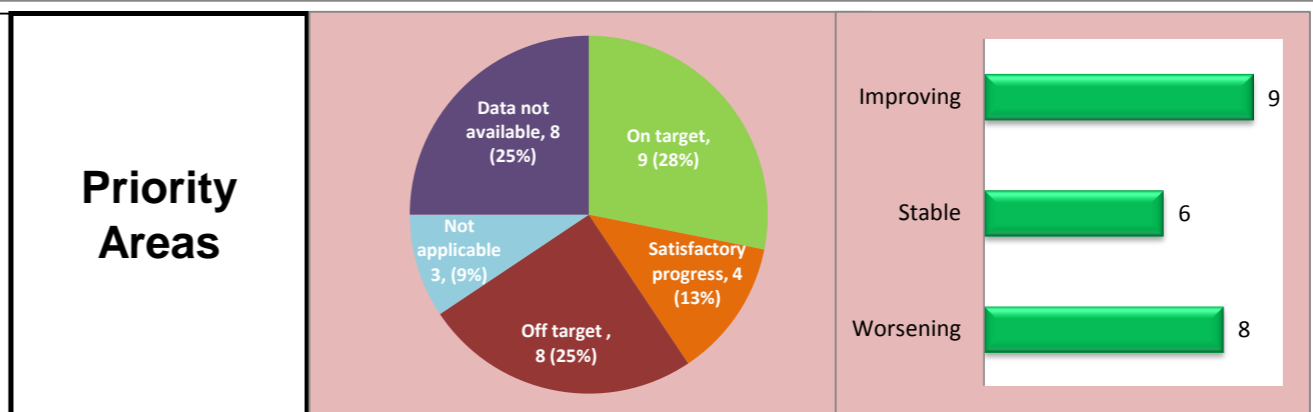
# Corporate Plan 2016/17 Performance Report Dashboard at 31 December 2016 - Quarter 3



### Red Flags

**Indicators off track in Q2, still off track in Q3**

- 1.A3 - % children who had a social care concern raised within 12 months of the last concern ending (Re-referrals) (Priority measure)
- 1.A4 - % children who are subject to repeat child protection plans (within 24 months) (Priority measure)
- 1.C4(b) - % of triaged referrals that were assessed within 3 weeks.
- 2.B5 - Number of carers assessments
- 3.A1 - Reported instances of anti-social behaviour in Rotherham
- 3.A4 - % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)
- 3.A7 - Aggregate Pedestrian footfall in the Town Centre
- 4.B4 - Number of new affordable home ownership units started in year
- 5.D2 - Days lost per FTE (Priority measure)
- 5.D3 - Reduction in Agency cost (Priority measure)



# Appendix B

## Corporate Plan 2016/17

### Performance Report

#### Quarterly Performance Scorecard (data for December 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	25	24.3%
	Measure progress has been satisfactory but is not fully reaching target set	15	14.6%
	Measure has not progressed in accordance with target set	17	16.5%
	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)	17	16.5%
	Measure information not yet available (e.g. due to infrequency or timing of information/data)	29	28.2%

	Numbers have improved	33
	Numbers are stable	20
	Numbers have got worse	16
	Direction of Travel is not applicable	34

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

Key	Overall status (relevant to target)			
	✓	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
are protected and safeguarded from all forms of abuse, violence and neglect	Ian Thomas, Strategic Director Children and Young People's Services	1.A1	Early Help – Early Help service to identify and support families at the right time to help prevent social service involvement	Reduction in Children in Need rate (rate per 10K population) (Priority measure)	Mel Meggs - CYPS	low	Monthly	No target (to be used a measure to watch over the next 12 months)	□	🕒	347.1	320	356.0	390.4	375.0	399.1	403.0	375.0	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report.  There is no good or bad performance however the aim is to ensure performance is in line with the national average.  The numbers in December remains high at 375.0. There has been some analysis of the data to understand the increase and it is clear that the current increase is largely concentrated within First Response. Joint work has been undertaken across social care and Early Help to review EH triage, MASH and duty processes.
		1.A2		The number of families engaging with the Families for Change programme as a percentage of the troubled families target	David McWilliams - CYPS	high	Monthly	100% (882 families by end of March 2017)	✘	🕒	100%	100%	24%	46%	68%	54%	60%	68%	Target of 100% is by March 2017. 603 families have been engaged for 2016/17 so far. Performance is reported cumulatively and is therefore YTD.
		1.A3	Children's Social Care Improvement - Ensure that all children in need work is managed robustly and that appropriate decisions and actions are agreed	% children who had a social care concern raised within 12 months of the last concern ending (Re-referrals) (Priority measure)	Mel Meggs - CYPS	low	Monthly	April - September 26% October - March 23%	✘	🕒	22.8%	30.6% (note - Corporate Plan stated 30.9%)	29.9%	30.4%	28.3%	28.7%	28.6%	28.3%	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report.  Rolling year indicator including data from the 12 months prior to 31st December 2016.  This indicator is a reflection of the quality of practice and as this improves, the indicator should reduce. The service continues to fail to hit the locally set target of 23%. A number of initiatives are in progress that will improve quality of practice which will have a direct impact on reducing the re-referral rate.
		1.A4		Children's Social Care Improvement - Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	% children who are subject to repeat child protection plans (within 24 months) (Priority measure)	Mel Meggs - CYPS	low	Monthly	4%	✘	🕒	4%	4.7%	6.1%	6.6%	7.2%	7.1%	6.4%	7.2%

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									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Overall status	DOT	Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16	
A. Children, young people and families		1.A5	LAC Sufficiency Strategy – Increase in the proportion of children who are cared for in a family based setting	Increase in the proportion of children who are cared for in a family based setting (Priority measure)	Mel Meggs - CYPS	high	Monthly	87.5%	●	⬇️	80.5%	84.5%	84.4%	81.1%	86.5%	85.4%	86.7%	86.5%	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report.  Research shows that family based placements result in improved life chances and outcomes for children and young people in care more effectively than residential homes.  The number of children in a family based placement is overall increasing. The Fostering Recruitment Team is in the process of revising their marketing strategy which includes the appointment of a dedicated marketing post, which will enhance the recruitment of in-house foster carers. This, in turn, should support more LAC into family based care provision.	
		1.A6		Number of CSE referrals	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable	□			200	52	35	64	17	24	23	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report.  No target as numbers fluctuate significantly and are therefore difficult to predict.	
		1.A7		an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of prosecutions	Mel Meggs - CYPS	high	Monthly	No target - not applicable	□	⬇️	12	37 (note the Corporate Plan states 43 (June 2015 - May 2016))	7	5	3	3	0	0	Parameter used to define 'CSE prosecution' is; offences that resulted in a suspect or suspects being charged or summonsed in Rotherham.
		1.A8			Number of victims/survivors accessing post abuse support services (new referrals)	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable	□			524	104	143	84	30	33	21	Data recorded monthly from April 2016. This measure includes all new referrals, both new cases or newly referred historic cases. Contracts for longer term CSE support and therapy commenced 1st July 2016.
		1.B1	Early Help – Increase the take-up of free Early Childcare for disadvantaged families	% of entitled 2 year olds accessing childcare	Karen Borthwick - CYPS	high	Termly	80%	✓	⬆️		78% (summer term 15)	Not applicable	79.5% (summer term)	87.2% (Autumn term 2016)				Termly data shown in the closest reporting quarter to the end of term. This relates to an 'as at' position and cannot be aggregated up into year end. Take-up levels follow a pattern with the Spring term having highest levels of take-up each year. The interim position at Q3 is above expectations.	
		1.B2	Sustainable Education and Skills	% children and young people who attend a good or better schools	Karen Borthwick - CYPS	high	Termly	90%	●	⬇️		82.4% (summer term 15)	84.9%	86%	85%				The Rotherham average has declined by 1% from 31 August 2016. The latest comparison to the national average is 86% as at 31 August 2016. Current performance appears to be low but it is greatly affected by the inspection process. A number of primary schools that were judged as 'Requires Improvement (RI)' have converted to academies. These schools have made significant improvements which may make the next inspection judgement 'Good'. However, once a school has become an academy they are not inspected for 3 years which therefore means they will retain the 'RI' judgement, which impacts on this outcome.	
		1.B3	Sustainable Education and Skills – challenge all schools, academies and education settings who are not providing at least a 'good' level of education to our children	The progress a pupil makes from the end of primary school to the end of secondary school. (Key Stage 4 Progress 8 Measure)	Karen Borthwick - CYPS	high	Annual	No target - target for future years to be set inline with or above the national average	□			No data - new measure	No data - new measure	No data - new measure	No data - new measure	0.03				This is a new measure for secondary school accountability in 2016. Any targets in future years would be set in line with or above the national average. The progress 8 score for Rotherham in 2016 is 0.03, this is above the national average progress score of -0.03. This data is currently provisional and the validated data will be published by the DfE on the 19th January 2017.
		1.B4 (a)	Sustainable Education and Skills – Reduce the number of	Persistent absence rate a) Primary School	David McWilliams	low	Termly	8.4%	●	⬆️	2.9% (old definition not comparable)	10.7% (Academic year end outturn 2015/16)	Not applicable	10.7% (Academic predicted year end outturn 2015/16)	10.3% (based on Autumn 15/16 combined)					The position at Quarter 3 is confirmed Autumn/Spring Term 2015-16 (Half Term 1-4) data published by the DfE. In Quarter 4 we are able to report the confirmed outturn for the full academic year 2015/16 (Half Term 1-6).

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									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Overall status	DOT	Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16	
B. Children and Young people are supported to reach their potential	Ian Thomas, Strategic Director Children and Young People's Services	1.B4 (b)	children and young people persistently absent from school	Persistent absence rate b) Secondary School	David McWilliams	low	Termly	13.8%	●	↻	7.5% (old definition not comparable)	15.3% (Academic year end outturn 2015/16)	Not applicable	15.3% (Academic predicted year end outturn 2015/16)	14.4% (based on Autumn 15/16 combined)				The position at Quarter 3 is confirmed Autumn/Spring Term 2015-16 (Half Term 1-4) data published by the DfE. In Quarter 4 we are able to report the confirmed outturn for the full academic year 2015/16 (HT 1-6).	
		1.B5 (a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are a) Fixed term (Secondary school)	Karen Borthwick - CYPS	low	Termly	3,000	●	↻	4,210	Not yet available (Academic Year)	1,072 (Academic term end outturn)	227 (Sept 15 325)	1097 (Sept - Dec 15 1562)	280 (Oct 15 392)	398 (Nov 15 473)	192 (Dec 15 372)	Monthly and termly data shown with direct comparison to last year's figures to show improved direction of travel. Recorded as upwards trajectory as a lower number is a positive result. Reduction is a direct result of partnership working with schools through Inclusion work.	
		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)	47 September 2015 - July 2016 (cumulative - based on end of academic year)	2 (Sept 15 7)	12 (Sept-Dec 15 20)	5 (Oct 15 8)	4 (Nov 15 1)	1 (Dec 15 4)	Monthly and termly data shown with direct comparison to last year's figures to show improved direction of travel. Recorded as upwards trajectory as a lower number is a positive result. Reduction is a direct result of partnership working with schools through Inclusion work.	
		1.B6	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	% of young people aged 16-18 who are Not in Education, Employment or Training (NEET)	David McWilliams - CYPS	low	Monthly	3.1% (note - Corporate Plan included 4.9%)	✓	↻	5.9%	5.3% (note - Corporate Plan included 5.1%)	5.5%	2.4%	2.9%	2.8%	3.0%	3.0%	The position at the end of December shows a NEET figure of 3.0% (against a local target of 3.0%) and a Not Known figure of 2.6% (against a local target of 2.5%). Whilst the NEET figure hit target the Not Known figure was 0.1% above target. This is the second month of our annual measure ( taken across Nov, Dec and Jan) and to ensure we meet our targets of 3.0% NEET and 2.8% Not Known, the Not known target for January has been revised down to 2.9%. Data sharing exercises and follow up will continue, as will work to re engage the NEET cohort, both centrally and across all localities to ensure we remain on track. Latest comparison data available for November return shows that Rotherham are now better than statistical neighbours, national and region in regard to Not Knowns. In respect of NEET figures Rotherham are enjoying better results than statistical neighbours whilst being in line with both region and national returns.	
		1.B7 (a)		Percentage of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014) (Priority measure)	Karen Borthwick - CYPS	high	Monthly	90% by April 2018	●	↻		58.3% (note - the Corporate Plan states 52.4%)	67%	65%	42%	51%	59%	17%	Data relates to completion EHC plans within the reporting period.	
		1.B7 (b)	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 Conversions from Statements to EHCP cumulative from September 2014) (Priority measure)	Karen Borthwick - CYPS	high	Monthly	90% by April 2018	●	↻		85.5% (note - the Corporate Plan states 81.6%)	58%	53%	57%	71%	47%	54%	Data relates to completion EHC plans within the reporting period. Performance demonstrating improvement, team with majority of conversions have now moved into Inclusion Department. This target does not include the conversions from Post 16 Learning Difficulty Assessments (LDAs) which have been prioritised for this team and are on track for completion by 31st December and will be included in the next quarter. The direction of travel on this section is overall on the up, and this will be the first statutory target met for the EHC team since reforms began in September 2014.	
		1.B8	Sustainable Education and Skills	% of children aged 0-5 living in the Rotherham area who are registered with a Children's Centre	David McWilliams - CYPS	High	Quarterly	95%	●	↻	98.2%	91.4%	89%	91%	93%					Data available on a quarterly basis. This involves a data collection from children centres and validation process therefore there may be a time lag between quarter end and availability of data. Target has changed from 94% to 95% so that it is in line with OFSTED requirements
		1.B9 (a)	Sustainable Education and Skills – ensure that all vulnerable groups attain at the same level as their peers	a) % "Looked After Children" (LAC) achieving Level 4 or above at Key stage 2 for reading, writing and maths combined	Karen Borthwick - CYPS	high	Annual	52% National 2015 Figure	■		35.7% (note - the Corporate Plan states 43%)	Not yet available (Academic Year)								Data hasn't been published yet, and is expected to be published March 17. In addition this measure no longer exists. When the annual data is published it will refer to, % of LAC meeting the national standard in Reading, Writing and Maths'.
		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 hasn't been published yet, and is expected to be published March 17.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
		NOTE:		For attainment of vulnerable groups and adult learning please see Priority 4															
C. Children, young people and families are enabled to live healthier lives	Terri Roche, Director Public Health	1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy) (Priority measure)	Jo Abbott - Public Health	Low	Quarterly/ Annual	18.4% by 2016/17 (local target)	✓	🔄	18.3%	18.1%	19.1%	12.1%	Not yet available (March 2017)			National ambition 11% or less by the end of 2015. Status and DoT revised following Q2 data.	
		1.C2 (a)		Reduce year-on-year levels of childhood obesity for: a) Reception year children (age 4/5) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Downward trend in excess weight by 2020	■		9.9%	10.3%						PH indicators dependent on annual data.	
		1.C2 (b)		Reduce year-on-year levels of childhood obesity for: b) Year 6 children (age 10/11) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Downward trend in excess weight by 2020	■		21.6%	21.8%						PH indicators dependent on annual data.	
		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 emotional wellbeing and mental health needs, receive prompt support and treatment	% of referrals triaged for urgency within 24 hours of receipt.	Linda Harper	High	Monthly	100%	✓	🔄	90.5%	99.4%	88.2%	100%	100%	100%	100%	100%	Target achieved
		1.C4 (b)		% of triaged referrals that were assessed within 3 weeks.	Linda Harper	High	Monthly	95%	✗	🔄	27.8%	26.3%	26.4%	28.60%	24.00%	30.20%	35.20%	24.00%	In December there were 24% of triaged referrals assessed within 3 weeks, which is the Rotherham CCG stretch target. This is a 11.7% decrease from the previous months position of 35.7%. There has been a significantly higher number of priority referrals in the past month, which has been the key factor in the decrease in performance. When reported against the NICE guidelines target of 6 weeks, 27.5% were assessed within target. The average waiting time is 62.8 days. To reduce the waiting time for assessments; • Other clinical staff are now undertaking assessments. • Additional monies in 2016/17 from the Department of Health are being utilised to reduce waiting times, through staff working overtime and for appropriate lower level cases to be worked by Rotherham and Barnsley Mind. • 2 additional locality staff have been employed and started in mid-December. • Referrals are now allocated to the relevant team at the point of assessment, so as to help with the allocation of appointments and with patient experience. • The Operational Manager is meeting with Meridian to review service capacity in line with the new model of working. • An assessment trajectory has been accepted by commissioners; the service to be back on track by month end March 2017.



Corporate Priority 2 – Every adult secure, responsible and empowered

Key	Overall status (relevant to target)			
	✓	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

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							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)				
									Overall status	DOT	Annual		Quarterly				Quarterly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016		Oct-16	Nov-16	Dec-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)	76.2% (2013-15)							PH indicators dependent on annual data.	
		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	■		10.9 per 100,000 (2012-14)	14.2 per 100,000 (2013-15)							PH indicators dependent on annual data. Definition change in PHOF. Data for 2013-15 and retrospective data revised. 2012-14 data as shown in Corporate Plan = 9.7	
		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)	6.3% (2015)								PH indicators dependent on annual data. Definition change for drug treatment indicators in PHOF. 2015 data and retrospective data revised. 2014 data unaffected.
		2.A5 b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75)	Jo Abbott - Public Health	High	Annual	As above	■		54.9% (2014)	42.9% (2015)								PH indicators dependent on annual data. Definition change for drug treatment indicators in PHOF. 2015 data and retrospective data revised. 2014 data as shown in Corporate Plan 52.6%.
	Shokat Lal, Assistant Chief Executive	2.A6 a)	Support vulnerable people in times of crisis	Number of people supported through welfare provision - Food parcels provided	Justin Homer, Assistant Chief Executive's Directorate	Not applicable	Quarterly (Monthly data also available)	Not target - not applicable	□		Not available	2,526	810 food parcels 1,634 people supported	892 food parcels 1568 people supported	787 food parcels 996 people supported	238 food parcels 316 people supported	280 food parcels 319 people supported	269 food parcels 361 people supported	The Local Welfare Provision (LWP) measure is split and includes information about food in crisis provision (where data collected includes both the number of parcels issued and the number of individual beneficiaries, adults and children) and the number of crisis loans issued.  Latest Q3 data shows a continuation of steady demand, month-by-month during 2016/17 to date and while numbers have fallen from Q2 the end of year figure is almost certain to exceed 2015/16.	
2.A6 b)		Number of people supported through welfare provision - Crisis loans		Justin Homer, Assistant Chief Executive's Directorate	Not applicable	Quarterly (Monthly data also available)	Not target - not applicable	□		Not available	1,041	248 loans (£20,706 value)	130 loans (£10,325 Value)	109 loans (£8,425 Value)	46 loans (£3,745 Value)	34 loans (£2,635 Value)	29 loans (£2,045 Value)	See above. Latest Q3 data shows a reduction in the numbers of loans issued. Issues surrounding the relocation of Laser Credit Union's premises is likely to have been a factor.		
		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	130	95 (revised)	62 (Oct-Nov only)				New measure 2015/16 based on new adults safeguarding collection and Care Act changes to safeguarding. Data not robust enough to use for full year target setting in 16/17 but in year quarter and year to date (accumulative) comparisons will be possible during 16/17. Q1 figure revised - previous value referred to individuals involved in S42 enquiries in quarter not those completed.	



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									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Overall status	DOT	Annual		Quarterly			Quarterly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16	
B. Individuals and carers are supported to be safe, independent and resilient within a personalised model of care and support	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	2.B2	Integrate health and care services to consolidate and share resources to reduce duplication and provide excellent services	Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population (Priority measure)	Sam Newton - Adult Social Care and Housing	Low	Quarterly	1.5	✗	🔄	2.3	1.6	2.9	2.1	2.38 (Nov data)				Data provided by NHS England, Data shows "as at" position at the end of each quarter for the latest published figures 12th Jan 2017 (usually 1 month timelag - data is as at Nov 2016). Qtr 3 figures show previous improvement from Q1 to Q2 has been eroded due to an increase in reported delays attributable to ASC or both health and ASC. In addition we know from local 'systems data' that increased pressure has occurred at the hospital since December and that this will impact negatively on year end outturns, when processed. Target is no longer assessed as achievable, but actions to maximise performance have been put in place by the service, including additional seven day support at the hospital to facilitate discharges and to ensure only agreed delays are recorded	
		2.B3	People get the information and advice early and help to make informed choices about care and support	Number of people provided with information and advice at first point of contact (to prevent service need)	Sam Newton - Adult Social Care and Housing	High	Quarterly	Baseline year	☐	🔄		944	719	824	587 (Oct-Nov only)				New for Corporate Plan. Note - process for capturing implemented November 2015 so data not robust enough to use for full year target setting in 16/17. Indicator improving to reflect service process.	
		2.B4 (a)	Improved approach to personalised services - always putting users and carers at the centre of everything we do	Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	76%	✔	🔄	76.4%	75.7%	79.6%	79.9%	78.68% (Oct-Nov only)				Data shows "as at" position at the end of each quarter	
		2.B4 (b)		Proportion of Carers in receipt of carer specific services who receive services via self-directed support (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	46.7%	✔	🔄	0%	29.2%	100%	100%	100% (Oct-Nov only)				Data shows "as at" position at the end of each quarter, MH data now included but not affecting overall score	
		2.B5		Number of carers assessments	Sam Newton - Adult Social Care and Housing	High	Quarterly	2500	✗	🔄	2566	2420	430	341	164 (Oct-Nov only)				This figure accumulates in year, activity for both Q1 and Q2 is below expected. Issues have been identified with numbers of carer assessments recorded by our MH partner and these are being addressed by service. Further discussions with service will identify plans to improve in Q3 and Q4.	
		2.B6	Modernise Enablement Services to maximise independence, including: • Intermediate care • Enabling • Prevention agenda • Developing community assets	The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Annual	91%	■		83.5%	89.6%								Data captured Oct-Mar (discharges Oct-Dec followed up 91 days later)
		2.B7		No of admissions to residential rehabilitation beds (Intermediate Care)	Sam Newton - Adult Social Care and Housing	High	Quarterly	600	✔	🔄	587	613	153	159	186					Accumulative measure progressing in line with target.
		2.B8		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Sam Newton - Adult Social Care and Housing	High	Quarterly	74% (2015/16) 2016/17 target tbc	☐	🔄	85.2%	86.1%	95.6%	85.0%	Data not available for Q3 to be provided Q4					Data shows "as at" position at the end of each quarter. Target not yet confirmed - to confirm for Q3 following provisional national results release which will allow benchmarking of good performance
		2.B9 a)	Development of Adult Care Market Position Statements to provide alternatives to traditional care, maximise independence and stimulate the market	a) Permanent admissions to residential care for adults (Priority measure)	Nathan Atkinson - Adult Social Care and Housing	Low	Quarterly	17.6 (27 admissions)	✔	🔄	12.3 (20 admissions) Accumulative	20.03 (31 admissions)	1.94 (3 admissions)	4.52 (7 admissions)	7.75 (12 admissions Apr - Nov data)					Data shows "as at" accumulative position at the end of each quarter
		2.B9 b)		b) Permanent admissions to residential care for older people (Priority measure)	Nathan Atkinson - Adult Social Care and Housing	Low	Quarterly	797 (390 admissions)	✔	🔄	958.5 (469 admissions) Accumulative	819.52 (401 admissions)	102.18 (50 admissions)	224.81 (110 admissions)	320.4 (159 admissions Apr - Nov data)					Data shows "as at" accumulative position at the end of each quarter
		2.B9 c)		c) % spend on residential and community placements (Priority measure)	Sam Newton - Adult Social Care and Housing	Low residential and high community placements	Quarterly	Baseline year	☐	🔄	Not available not previously been required	Not available not previously been required	Residential 38.48% (against budgeted 35.35%) Community 46.23% (against budgeted 40.56%)	Residential 36% (against budgeted 35.35%) Community 44% (against budgeted 40.56%)	Residential 38% (against budgeted 35.35%) Community 46% (against budgeted 40.56%)					New for corporate plan and measure reports Net % spend compared to % budgeted. Q3 has seen a widening of gap due to in year pressures
		2.B10	Adults with learning disabilities are supported into employment enabling them to lead successful lives	Supporting people with a Learning Disability into employment	Sam Newton - Adult Social Care and Housing	High	Quarterly	6.0%	●	🔄	6.0%	5.6%	5.7%	5.7%	5.56% [39 people/702 on service] (Apr-Nov)					Data shows "as at" position at the end of each quarter
		2.B11 a)	Improve satisfaction levels of those in receipt of care and support services	Overall satisfaction of people who use care and support services - a) service users	Sam Newton - Adult Social Care and Housing	High	Annual	72%	■		65.0%	70.0%								Annual score collected in ASC User Survey
2.B11 b)	Overall satisfaction of people who use care and support services - b) carers	Sam Newton - Adult Social Care and Housing		High	Biennial	50%	■		48.6%	Biennial								Biennial collection from carers survey next schedule 16/17.		

Corporate Priority 3 – A strong community in a clean safe environment

Key	Overall status (relevant to target)			
	✔	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
											Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-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.	Reported instances of anti-social behaviour in Rotherham	Karen Hanson - Regeneration and Environment	Low	Quarterly	5% reduction on 2015-16	✘	⬆️	15,553 Incidents	14,355 Incidents 8% Decrease (1,198)	3,835 - a 7% increase (257 on Q1 15/16)	4295 - a 12% increase (446 on Q2 15/16)	3,298 - a 3% reduction (114) on Q3 15/16				Q 3 has seen a 3% (114 incident) reduction in reported ASB compared to the same period in 2015/16 and also month on month reductions for the Q3 period. However, for the full year to date the total is 6% higher compared to the Q1 - Q3 period last year. There is now however a clear and consistent downward trend and work will carry on to continue that downward trend, but it is unlikely that a year end reduction of 5% will be achieved. A range of multi-agency interventions continue to take place in hotspot areas. In addition, ASB in Rotherham is the subject of a performance clinic at the next meeting of the Safer Rotherham Partnership Board on 13th February 2017.	
		3.A2	Develop an effective Community Safety Strategy and Performance Management Framework	Reported instances of hate incidents in Rotherham	Karen Hanson - Regeneration and Environment	Not applicable	Quarterly	No Target - Not Applicable (Note - Corporate Plan stated 25% increase on 2015-16)	□			178 Incidents	254 Incidents 43% Increase (76)	85, a 93% increase (41 incidents) on same period 15/16	Hate Crime 79, a 22% (14 on Q2 15/16) Hate Incidents 67, an 86% increase (31 on Q2 15/16)	Hate Crime 83, a 12% (9 on Q3 15/16) Hate Incidents 55, a 72% increase (23) on Q3 15/16				It is recognised that hate crimes and hate incidents are currently under reported and therefore significant effort is being made across the Safer Rotherham Partnership to increase public confidence in reporting. For this reason, it is not considered appropriate to have a target to reduce reported incidents and increases are seen as a positive response to awareness raising.
		3.A3		Reported instances of domestic abuse in Rotherham	Karen Hanson - Regeneration and Environment	Not applicable	Quarterly	No Target - Not Applicable (Note - Corporate Plan stated 10% increase on 2015-16)	□			1,384 Incidents	1,770 Incidents 28% Increase (386)	503, a 19% increase (80 incidents) on same period 15/16	Crimes 473, a 7% increase (32 on Q2 15/16) Incidents 1205, a 2% increase (19 on Q2 15/16)	632, a 43% increase (189) on Q3 15/16				Recruitment to a new Domestic Abuse Co-Ordinator has taken place which commenced on 24th October 2016. This post will be responsible for the effective development and delivery of a domestic abuse strategy, data and performance management and a review of existing governance structures.
		3.A4	Ensure an robust, effective and efficient licensing service	% of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)	Karen Hanson - Regeneration and Environment	High	Quarterly	100% of 1) eligible licence holders that have subscribed to the DBS online update service; 2) drivers that have completed the council's safeguarding awareness course; 3) vehicles that, where required to do so, have had a taxi camera installed (or are committed to having one installed); 4) drivers that have obtained the BTEC / NVQ qualification.	✘	⬆️	Not available - new measure	Not available - new measure	Q2 Will be first reporting	Figures for each sub-indicator: 1) 100% 2) 97% 3) 96% 4) 56%	Figures for each sub-indicator: 1) 100% 2) 98% 3) 98% 4) 62%				- 98% of drivers have completed the Council's safeguarding training, the remaining 2% of licence holders remain suspended and are not currently driving a licensed vehicle. - 98% of vehicles that require a camera by the end of Q2 have had one fitted (or made a commercial commitment to have one fitted). Enforcement action will continue to be taken in relation to the 2% that have not had a camera fitted (or made an arrangement to do so). - 62% of drivers have obtained the BTEC / NVQ qualification. Those drivers that have not yet made sufficient progress in relation to the obtaining the requirement will be identified and appropriate enforcement action taken in relation their failure to obtain the required qualification.	
		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		81% December 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		66% December 2016 very or fairly satisfied				The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
		3.A6		Number of people borrowing books and other materials (Cumulative) (Priority measure)	Polly Hamilton - Regeneration and Environment	High	Quarterly	25,000	✘	⬆️			25,684	22,472	11,717	16,621	18,980			

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							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)					
									Overall status	DOT	Annual		Quarterly				Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016		Oct-16	Nov-16	Dec-16		
		3.A7	Create a rich and diverse cultural offer and thriving Town Centre	Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock - Regeneration and Environment	High	Quarterly	>23,699,399	✗	⬇️	Not available	23,699,399	5,641,296	5,898,148	5,492,033 (17,031,477 - Cumulative)				15/16 a baseline year, aggregate pedestrian flow measured from fixed cameras at All Saints Square, High Street, College Street and Centenary Market. A new Fixed Camera on Effingham Street went online Feb 2016 so suggest inclusion of that camera from 17/18. The target set for 16/17 is to maintain current Town Centre footfall in the face of recent projections of a downward trend. Footfall indicator completed for Q3 which shows a 5.6% decline on Q3 last year and a 6.87% decline compared to Q2 this year. The overall status and DOT is based on a comparison to data for the same period last year		
B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B1	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Levels of Street Cleanliness not more 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%	0%				Levels of Street Cleanliness are being maintained through the first 3 quarters and the Council is on target to achieve its outturn figure of <5% .		
		3.B2 (a)		Percentage of the principal road network in need of significant repair	Karen Hanson - Regeneration and Environment	Low	Annual	4%	■		3%	Not yet available								2015/16 information from the Department for Transport used to measure and report performance against this measure is not currently available .	
		3.B2 (b)		% of the non-principal road networks in need of repair	Karen Hanson - Regeneration and Environment	Low	Annual	7%	■		6%	Not yet available									The target is based on the national average condition and the Council aspires to be good or better. The national average has improved from 8% to 7%. DfT 2015/16 data not yet available
		3.B2 (c)		% of unclassified roads in need of repair (Priority Measure)	Karen Hanson - Regeneration and Environment	Low	Annual	<28%	✔️	⬆️	24%	24%	23%	23%	23%						Nationally, the average condition achieved for this indicator is 18% (based on the latest 14/15 DfT data). It is recognised that this is currently unachievable and a realistic locally a target has been set at 28% with a programme of additional investment. This will be reviewed in 17/18 with a view to continued improvement. The Council has invested £5m over two years - 2015/17 - to prevent the deterioration of highways and to bring the condition of Rotherham's roads closer to the National Average. In addition, a further £10m of capital investment has been approved for a 2017 - 2020 programme of works. Improvement shown against Q3 for 15/16 (24%)
		3.B3(a)		Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions)	Karen Hanson - Regeneration and Environment	High	Quarterly	Baseline Year	□	⬆️	Not available - baseline year	Not available - baseline year	4	12	5						There is marked improvement in the current year around strengthened enforcement to tackle fly-tipping and other enviro-crime offences. Comparatively 3.B3(a) was cumulatively at 8 at the third quarter stage for 2015/16. The 2016/17 third quarter cumulative figure is 21. Whilst the current year's performance is a baseline measure, there is clear improvement across both measures.
		3.B3(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions)	Karen Hanson - Regeneration and Environment	High	Quarterly	Baseline Year	□	⬆️	Not available - baseline year	Not available - baseline year	14	7	164						Following approval of the 'Time for Action' approach to tackling environmental crime, options have been developed to ensure a significant increase in enforcement activity for environmental offences. Comparatively, the cumulative figures at the 3rd quarter stage for 15/16 were 34, at the quarter 3 stage for 16/17 the cumulative figure is 185.
		3.B4(a)		Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure)	Karen Hanson - Regeneration and Environment	Low	Quarterly	<5%	✔️	⬆️	0%	0%	0%	0%	0%						Performance is being maintained throughout the 1st 3 quarters and the Council is confident the end target of <5% will be achieved
		3.B4(b)		Number of grounds maintenance customer contacts	Karen Hanson - Regeneration and Environment	Low	Quarterly	<719	✔️	⬆️	Not available	719	332	286	73						At Q3 we are below target, using 15/16 Q4 contacts as a guide we fully expect to meet this target.
		3.B5		Number of missed bins per 100,000 collections	Karen Hanson - Regeneration and Environment	Low	Quarterly	60	✔️	⬆️	38.33	62.7	62.28	52.11 (57.17 -Year to Date)	38.21 (45.75 - YTD)						Quarter 3 has seen a welcomed reduction in the number of missed collections. This has been achieved through monitoring of crews weekly performance and weekly performance meetings to feedback situation to crews and drive improvement.  Figure calculated using total number of recorded missed bins resisted on Bartech each quarter / by total number of potential collections per quarter - all black bin, blue box, blue bag, green Bin (when collections running) and clinical waste.

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							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
									Overall status	DOT	Annual		Quarterly				Monthly		
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016		Oct-16	Nov-16	Dec-16
		3.B6	Ensure an efficient and effective waste and recycling service	% of waste sent for reuse (recycling and composting)	Karen Hanson - Regeneration and Environment	High	Quarterly	45%	✓	⬆	40.02%	43.11%	Estimated Performance up to 30.6.16 = 50.34% Forecasted performance up to 31.3.17 = 44.99%	Performance (cumulative) up to 30.9.16 = 50.41% Forecasted performance up to 31.3.17 = 45.17%	Performance (cumulative) up to 31.12.16 = 47.28% Forecasted performance up to 31.3.17 = 45.1%				<p>The 45% target has been calculated using the performance of the PFI plant over 2015/16 and the 2015/16 performance rates from Kerbside, HWRC &amp; Bring site recycling.</p> <p>Recycling currently above target due to expected "front loading" of Spring/Summer collected Garden waste. As this recycling isn't collected from November recycling performance will reduce over the course of the year, so forecasted 31.3.17 figure also supplied to give true reflection of anticipated year end performance. It is hoped the PFI waste treatment plant will continue improve its recovery of recycling over the year, that will help to meet the target.</p> <p>Q3 figures are estimated as performance figures from some of our waste treatment facilities have only been received for Oct &amp; Nov so far. Dec's data will be received by the end of Jan (always comes a month later than month end as processors have to collate their data) but this is after this returns are required to be submitted by dpt.</p>

Corporate Priority 4 – Extending opportunity. Prosperity and planning for the future

Key	Overall status (relevant to target)			
	✓	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
											Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-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%	60%						RIDO has taken a leading role in the development of the SCR Growth Hubs key business support programme for new businesses known as <b>Launchpad</b> . This is a £4m SCR wide initiative and offers specialist support for new and early stage businesses, including networking events, workshops, coaching and one to one mentoring. A business accelerator programme has been developed in partnership with UK Steel Enterprise.		
		4.A2		Number of jobs in the Borough (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Annual	1,000 new jobs p.a. (10,000 over 10 years). No specific target for 2016/17 until 2015/16 data is available	■		92,300	100,000							Awaiting figures, new measure. May wish to consider deleting this measure due to the timing of data	
		4.A3		Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old)	Paul Woodcock - Regeneration and Environment	High	Annual	50	■		47	47								Latest figure from ONS Business Demography 2014 dataset shows 47 start-up enterprises per 10,000 adult population. No change from 14/15 performance. Set target to increase to 50 for 2016/17. (2015-16 target was 35)
		4.A4		Overall number of businesses in the Borough (Priority measure)	Paul Woodcock - Regeneration and Environment	High	Annual	6,500	■		5,715	6,390								Target for 2015-16 was > 5,390. Specific target set for 2016-17.
		4.A5		Narrow the gap to the UK average on the rate of the working age population economically active in the borough	Paul Woodcock - Regeneration and Environment	Low	Quarterly	Reduce gap to 0.7%	✘	⬇️	2.8% gap	1% gap	2.60%	4.50%	Data not Available until later in Financial Year.					Latest figures from ONS APS June 2016. Rotherham = 73.4%, UK rate = 77.9%, so gap has increased since last return. This is likely to be due to fluctuations due to the sample size and if a 4 Quarter average is looked at then the figure has stayed stable.
		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%	■		90.7%	89.9%								Please note, data obtained from ONS, latest data received at the end of 2016 and shows the position at 01/04/16. Although a slight decline is shown year on year, the Annual Survey of Hours and Earnings, (ASHE) is unreliable at a local authority level given small sample size – it can fluctuate significantly from year to year and it is the longer term trend that is important (Rotherham has been around 90% of UK for several years). In view of the volatility of the survey the decline is not considered to be of concern.
		4.B1		Number of new homes delivered during the year (Priority measure)	Tom Bell - Adult Social Care and Housing	High	Annual (interim quarterly data also available)	731	✘	⬇️	633	663	201	178	96			No mechanisms are available to measure the number of new properties being built in the borough but figures are available for completed properties. This indicator is off target compared to the 1st quarter when 201 new homes were delivered. 178 new homes were completed in quarter 2 and a further 96 were completed in quarter 3 bringing the overall total of new home completions in the borough to 475 against the annual target of 731. Performance in the final quarter of the year is expected to improve when notifications of further completions are received. However early indications are that the year - end target for delivering 731 new homes in the borough will not be met. The action is rated as Red because progress in accordance with the target set has not been met and DOT rated as worsening because performance at the end of quarter 3 is 82 properties less than had been delivered in quarter 2.		



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									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
									Overall status	DOT	Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16
B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	4.B2	Implement the Housing Strategy 2016-2019 to provide high quality accommodation	% of stock that is non-decent (Priority measure)	Tom Bell - Adult Social Care and Housing	Low	Annual (interim quarterly data also available)	0.5%	✓	⬆️	0% (note Corporate Plan stated - 0.67%)	0% (note - Corporate Plan stated 1.3%)	1.30%	0.18%	0.13%				Of the 237 non-decent properties at year start, 211 have become decent. With the internal refurbishment programme running until the end of March 2017; the remaining 26 properties are scheduled for works on the internal refurbishment project over quarter 4 of 2016/17 programme. The full internal refurbishment project is scheduled for delivery with this financial year with no properties expected to carry into the following financial year, as such the target of 0% non-decent properties forecasted for year end is forecast to be achieved.
		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	4	2				No mechanisms are available to measure the number of new homes for rent being started in the borough but figures are available for completed properties. 2 new homes were provided for social rent in the 3 <sup>rd</sup> quarter of the year, 44 less than quarter 1 and 2 less than had been completed by the end of quarter 2. By the end of the quarter 52 new homes for rent have been delivered by the authority against an overall annual target of 60. Property completion notifications that will be received during the final quarter are expected to confirm the Council has achieved its target for this measure by the end of the year. The overall status of the action at the end of quarter 3 is rated as being Amber, meaning the year-end target will be achieved and DOT rated as worsening to reflect the position that performance between the 2 <sup>nd</sup> and 3 <sup>rd</sup> quarters had deteriorated.
		4.B4		Number of new affordable home ownership units started in year	Tom Bell - Adult Social Care and Housing	High	Annual	148	✗	⬆️	51	58	2	2	7				In future affordable home ownership will become the predominant tenure in affordable housing delivery. This is because the Government's "Starter Homes" agenda will replace rented affordable housing delivered through the planning system as S106 units. Additionally from 2016 the Affordable Homes Programme of grant funding will end. This will be replaced by the "Shared ownership & Affordable Homes Programme 2016 – 2021" (SOAHP).
		4.B5(a)	Private rented housing – improving standards through selective licensing	% of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure)	Karen Hanson - Regeneration and Environment	High	Monthly	95%	●	⬆️	Not available	87%	84%	91%	92%	91%	92%	93%	In Eastwood and Dinnington, more private rented properties were identified than had originally been estimated when the Council set its target for this measure using information from the 2011 census. Underestimating the number of properties resulted in significantly better performance than had been expected. For example by the end of quarter 2, 151% of properties in Eastwood had registered under the scheme. This inflated performance for the whole Selective Licensing Scheme. To compensate for this and in order to provide more accurate data the Council now caps performance across all Selective Licensing areas at 100%. Performance for the overall scheme at the end of the 3rd quarter is 92%, 1% higher than for quarter 2. The Council therefore is maintaining excellent progress delivering against this indicator and is confident the 95% year – end target will be achieved.
		4.B5(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							86%

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
											Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16	
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 <b>learning opportunities</b>	Increase the number of people aged 19+ supported through a learning programme	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	1,950 (target amended from 450 increase to the overall number expected)	■	↻	1,266 (figure amended to overall out-turn rather than increase of 289 in line with target)	1,500 (figure amended to overall out-turn rather than increase of 264 in line with target)							Learner enrolment targets for 16/17 have been revised in line with the changing focus of the Adult Education Budget with the overall target enrolments for 16/17 now 1,950.	
		4.C1 a)		Increase the % of people aged 19+ supported through a learning programme who have: a) Obtained a formal qualification	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	95%	■	↻	94%	95%								The majority of learners participating in accredited courses will not complete until later in the academic year. So far we have only had results for 10 learners. For those learners the success rate is 100%.
		4.C1 b)		Increase the % of people aged 19+ supported through a learning programme who have: b) Progressed/working towards another level	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	40%	■	↻	26%	41%								Most of the learners are still actively learning so the progression data for learners is not calculated until the end of the academic year.
		4.C1 c)		Increase the % of people aged 19+ supported through a learning programme who have: c) Obtained or got a better job	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	20%	■	↻	12%	13%								Most of the learners are still actively learning so the progression data regarding employment is not calculated until the end of the academic year.
		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)			
	✓	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
A. Maximised use of assets and resources and services demonstrate value for money	Judith Badger, Strategic Director Finance and Customer Services	5.A1	Maximising the local revenues available to fund council services	% Council Tax collected in the current financial year	Stuart Booth - Finance and Customer Services	High	Monthly	97% (Top Quartile Met Authorities)	✓	⬇️	97.2%	97.3%	27.7%	54.3%	80.8%	63.2%	72.1%	80.8%	Performance is measured at the end of each month. The Met Council average for 15/16 was 95.4%, had Rotherham performed at the Met average it would have collected £1.976 million less from last year's Council Tax. The overall rating and DoT rating is based on a comparison against last years performance. Performance is 80.83% which is 0.27% down on the same as the same time the previous year when it was 81.1%. It is expected that the target of 97% will be achieved by the year end although collection performance will need to be carefully managed over the next quarter in order that this is achieved.
		5.A2		Cumulative Council Tax arrears per property	Stuart Booth - Finance and Customer Services	Low	Annual (interim quarterly and monthly data also available)	£109.22 (Top Quartile Met Authorities)	✓	⬆️	£66.98	£68.12	£58.59	£51.06	£46.07	£49.26	£47.55	£46.07	For 15/16 we were the third best Met Council with £68.12 per property. The Met Council average for 15/16 was £148.58. Had Rotherham performed at Met average we would currently have an additional £9.3million outstanding arrears. We currently have 45p lower arrears per property compared with the same time last year when they were £46.52 and it is expected that the target will be achieved by the year end. 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%	54.9%	81.7%	64.1%	73.1%	81.7%	Performance is measured at the end of each month. For Non Domestic Rates in 15/16 we were 8th highest Met (out of 36) with 98.1%. The Met Council average for 15/16 was 97.1%, had Rotherham performed at the Met average it would have collected £680k less from last year's Non Domestic Rates (49% of this is our share so £326,000). Performance of 81.65% is 0.45% up on the same time the previous year when it was 81.2%. It is expected that the target of 98% will be achieved by the year end. 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	Shokat Lal, Assistant Chief Executive	5.B1	Establishing and working to a new Local Code of Corporate Governance, encompassing: • Risk management • Information governance (including FOI/DSA) • Business continuity • Internal audit • Emergency planning	Fit for purpose Annual Governance Statement 2016/17 (Priority measure)	Simon Dennis - Assistant Chief Executive's Directorate	n/a	Annual	Improved Annual Governance Statement in 2016/17	■		Qualified Conclusion reached	Qualified Conclusion reached							The final 2015/16 AGS was published on 30 September 2016. This includes an overall qualified conclusion on the Council's governance arrangements. Work to draw together the 2016/17 AGS will commence in early 2017. Additionally, arrangements are in place for establishing a new Local Code of Corporate Governance early in 2017.
	Shokat Lal, Assistant Chief Executive	5.B2	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	% of scrutiny recommendations which are accepted and implemented	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	80%	■		Not available - not previously been required	Not available - not previously been required	0	0	0				To 31st December, no formal Scrutiny recommendations had been made to Cabinet, so no data is available.
		5.B3		Number of pre-scrutiny recommendations adopted	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	60%	✓	⬆️	Not available - not previously been required	Not available - not previously been required	Not available	100%	100%				Pre-decision scrutiny process commenced in July 2016. Recommendations were made for the Cabinet and Commissioner Decision Making Meetings in September, October, November and December and were accepted. It is worth noting that pre-decision scrutiny has resulted in additional recommendations and supporting existing recommendations, rather than any substantial changes to proposals.
		5.C1 a)		a) Total number of complaints received by the Council	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	□		692	695	205	271	275	101	93	81	Decrease in the number of complaints received in December. This is in line with year on year trends. The number received in the Quarter is slightly increased.



Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)				
											Annual		Quarterly			Monthly					
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16		
C. Staff listen and are responsive to customers to understand and relate to their needs	Shokat Lal, Assistant Chief Executive	5.C1 b)	treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	b) % of complaints closed and within timescale (cumulative)	Justin Homer - Assistant Chief Executive's Directorate	High	Monthly	85%	✓	⬆️	82%	80%	79%	82%	86%	87%	85%	86%	Performance but remains above target, Performance measures in Regeneration & Environment have worked.		
		5.C2		Number of compliments received	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	□		604	603	183	168	226	69	78	79	Month on month increase in the number received. All Directorates continue to be reminded to report all received. Significant improvement Q2-Q3.		
		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		50% December 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 2015 great or moderate extent	44% June 2016 great or moderate extent		49% December 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	Luke Sayers - Finance and Customer Services	High	6 monthly	>36%	●	⬆️		24%	36%							6 monthly measure only	
		5.C5 b)		% of transactions b) face to face customers	Luke Sayers - Finance and Customer Services	Low	6 monthly	<6%	●	⬆️		9%	6%		6%						6 monthly measure only
		5.C5 c)		% of transactions c) telephony customers	Luke Sayers - Finance and Customer Services	Low	6 monthly	<58%	●	⬆️		67%	58%		58%						6 monthly measure only
	D. Effective members, workforce and organisational culture	Shokat Lal, Assistant Chief Executive	5.D1	Staff and managers have an opportunity to reflect on performance, agree future objectives and are aware of how they contribute to the overall vision	% PDR completion	Tracey Parkin, Assistant Chief Executive's Directorate	High	Annual	95%	✓	⬆️	61%	96%	94.5%	96%	96%				Achievement at 96% against 95% target. Target for 2017/18 will be agreed as part of lessons learned in autumn.	
			5.D2	Sickness is managed and staff wellbeing supported	Days lost per FTE (Priority measure)	Ian Henderson, Assistant Chief Executive's Directorate	Low	Monthly	10.2	✗	⬆️	10.9 days (excluding schools)	10.43 Days (excluding schools)	11.10 days (excluding schools)	10.71 days (excluding schools)	10.70 days (excluding schools)	10.69 days (excluding schools)	10.84 days (excluding schools)	10.70 days (excluding schools)	Sickness figure is an annualised projection based on performance to date and historic profiles. Targeted intervention measures are currently being applied and further work is being undertaken to refresh management processes and target specific issues. Sub group of Health, Safety & Wellbeing Committee focusing on sickness management.	
5.D3			Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost (Priority measure)	Ian Henderson, Assistant Chief Executive's Directorate	Low	Monthly	10% reduction	✗	⬆️	£2.8m	£6.8m	£2,263 (+33%)	£4,859 (+43%)	£7,335 (+43%)	£5,755 (+43%)	£6,534 (+43%)	£7,335 (+43%)	DoT is based on projected annual expenditure against last years actual. Classification of certain consultancy expenditure now as agency may be distorting annual projections. Workforce Management Board to monitor cost and approve any further expenditure.		
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.	

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## Summary Sheet

### Council Report

Overview and Scrutiny Management Board Meeting – 17<sup>th</sup> February 2017

### Title

Budget Pressures in relation to Physical and Sensory Disability Services.

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

No

### Strategic Director Approving Submission of the Report

AnneMarie Lubanski, Strategic Director of Adult Care and Housing

### Report Author(s)

Mark Scarrott, Finance Manager - Adult Care and Housing, Finance and Customer Services Directorate, mark.scarrott@rotherham.gov.uk

### Ward(s) Affected

All

### Executive Summary

This report highlights the budget pressures and actions being taken in relation to Physical and Sensory Disability Services, as part of the overall Adult Care budget.

There is a forecast overspend after management actions of £1.341m against a net revenue budget of £4.997m for Physical and Sensory Disability Services. The main budget pressures are due to the increase in demand for services mainly in respect of direct payments, domiciliary and residential care. These pressures are being partly reduced by forecast underspends within day care services and equipment and adaptations.

### Recommendations

That the Overview and Scrutiny Management Board notes the latest financial forecast against budget for 2016/17 and demographic pressures facing Older Peoples Services and the actions taken to mitigate the budget pressures.

### List of Appendices Included

None

**Background Papers**

Revenue Budget Setting Report (2016/17) to Cabinet 23rd February 2016

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

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Title****Budget Pressures in relation to Physical and Sensory Disability Services****1. Recommendations**

- 1.1 That the Overview and Scrutiny Management Board notes the latest financial forecast against budget for 2016/17 and demographic pressures facing Physical and Sensory Disability Services and the actions taken to mitigate the budget pressures.

**2. Background**

- 2.1 The report provides details of progress on the delivery of the Adult Services revenue budget for 2016/17 in particularly Physical and Sensory Disability Services. This budget report is based upon actual income, expenditure and known commitments as at the end December 2016, forecast to the end of the financial year to give a projected outturn position, compared to budget. The current forecast is an overall overspend of £1.341m against a net revenue budget of £4.997m. This forecast assumes delivery of management actions totalling £238k which are included in paragraph 3.10 of the report. At this stage it is not anticipated that the forecast overspend will reduce without further actions being identified.
- 2.2 Increasing demand for services together with new duties under the Care Act is placing additional pressure on existing budgets, in particular Direct Payments, Domiciliary and Residential Care within this client group. The implementation of the National Living Wage from April 2016 has introduced additional financial pressures for independent care providers and therefore impact on contract negotiations with the Council. The Adult Services Development Programme will review and reshape existing services to achieve better outcomes for service users over the next few years.
- 2.3 Rotherham has a high rate per 100,000 of 18-64 population of Physical Disability service users compared with neighbouring Authorities:

	No. per 100,000 population (18-64)
Rotherham	274.5
Barnsley	145.0
Doncaster	226.3
Sheffield	204.5
Yorkshire & Humber Region	217.7

Source : SALT Return 2015/16

### 3. Key Issues

3.1 The table below summarises the forecast outturn for Physical and Sensory Disability Services against approved budgets as at the end of December 2016:

Service Area	Net Budget	Forecast Outturn 2016/17	Forecast Variation BEFORE Management Actions	Forecast Variation AFTER Management Actions
	£000	£000	£000	£000
Residential & Nursing Care	1,273	1,792	+519	+519
Supported Living	98	98	0	0
Therapy, Support and Equipment	268	239	-29	-29
Domiciliary Care	978	1,024	+46	+46
Direct Payments/Managed Accounts	2,126	3,055	+1,167	+929
Day Care	188	74	-114	-114
Advice and Information	66	56	-10	-10
<b>Total Physical and Sensory Disability Services</b>	<b>4,997</b>	<b>6,338</b>	<b>+1,579</b>	<b>+1,341</b>

#### 3.2 Main variations from budget:

The table above highlights the main variations from budget are in respect of residential care, domiciliary care and direct payments/managed accounts.

#### 3.3 Residential and Nursing Care

There are pressures on the residential and nursing care budgets as a result of a significant increase in 2015/16 (+25%). In last financial year there were an additional 5 new service users plus loss of 'Continuing Health Care' income contributions for a further 7 service users.

This has therefore put additional pressures on the current budget in terms of the full year costs in 2016/17. There are currently 42 placements within independent sector for residential and nursing care. The average gross cost of a care package is currently £845 per week.

### 3.4 Domiciliary Care

There is also a forecast budget pressure of £46k in respect of the provision of Domiciliary Care due to an increase in the number of customers plus a recurrent income pressure on fees and charges due to the majority of customers who do not contribute towards the cost of their service after being financially assessed. There are currently 132 service users receiving Domiciliary Care services with an average care package of £216 per week.

### 3.5 Direct Payments/Managed Accounts

The main budget pressure relates to Direct Payments/Managed Accounts (+£0.929m). This forecast pressure includes the full year impact in 2016/17 of the 9% increase in customers receiving a Direct Payment/Managed Account in 2015/16. The increase in customer base is due to a mixture of demographic pressures and service users moving from a domiciliary care contract. In total this has seen 25 new service users in 2015/16, plus a further net increase of 12 new customers since April 2016 (+4%). The average cost of a Direct Payment/Managed account is currently £314 per week.

3.6 These forecast overspends are being partly reduced by savings within Day care services (-£114k) due to reduction in demand and increased take up of direct payments plus forecast underspend within equipment and adaptations (-£29k) due to funding expenditure from within capital budgets.

### 3.7 Management Actions to mitigate budget pressures

Adults Departmental Management Team has implemented a number of initiatives in order to reduce the budget pressures within Adult Social Care, which includes:

- Establish a dedicated team to review the rewarding of Continuing Health Care funding (CHC) to ensure appropriate health funding of care packages. A Strategic Board and Operational group comprising officers from Children's and Adult Services and Health has now been established to challenge CHC funded packages. There has been recent success in obtaining CHC funding for a number of care packages including a backdated claim.
- A focussed review of individually commissioned managed accounts with a view to putting forward alternative more cost effective options for customers. No new managed accounts are being agreed unless they meet the self-directed support criteria. All new requests for home care, outside of formal direct payments, will be processed through the domiciliary care framework agreement. This framework has been adapted and is being closely managed to maximise capacity within the existing providers, who in most instances offer

better value for money than the significant number of spot purchased provision on managed accounts.

- Adults Development and Change Programme will start to deliver new and more cost effective services. Adult Services weekly budget meetings and monthly Performance meeting monitors and challenges both finance and care activity with senior managers.
- Investment approved and recruitment commenced to establish a Brokerage Team and additional support to carry out the reviews (including Direct Payments) will enable in year savings in relation to negotiating lower new care packages and provide consistency in the cost of externally provided services.
- A Practice Challenge Group is now in operation and meets bi-weekly and chaired by Heads of Service to challenge all care packages in order to ensure best value and maximise customer outcomes in terms of maximising independence, choice and control.
- A review of potential areas of spend which can be either stopped or delayed into the following financial year, in order to achieve in year savings, including non-mandatory training and non-essential expenditure.
- As part of the corporate initiative to reduce costs is that all new requisitions for expenditure will require an M3 Manager to authorise.
- Reviewing fees and charges as part of the annual budget setting including benchmarking with nearest neighbours to ensure comparability. Day Care and Transport charges increased from January 2017.
- Review provision of transport to and from day centres to ensure provision is made appropriately in line with care needs.
- Review recruitment to vacant posts and use of agency staff only where essential and subject to Corporate approval following set processes.

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

- 4.1 Adult Services Management Team will continue to monitor spend against budget on a monthly basis and identify additional savings in order to work towards achieving a balanced budget by the end of the financial year.

#### **5. Consultation**

- 5.1 All budget managers, holders and operators within Adult Services including Adult Services Directorate Leadership Team (DLT).

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

- 6.1 In accordance with the corporate timetable all budgets are monitored on a monthly basis. Budget holders are required to submit their financial forecasts on the Collaborative Planning budget monitoring tool and ensure that spending is contained within the approved budget allocation.

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

- 7.1 Financial details are contained in section 3 of the report.

**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 Partners are made aware of the budget pressures facing Adult Care in relation to commercial negotiations for contracts and services. This may have impacts on health partners particularly the Rotherham Foundation Trust in terms of hospital activity.

**13. Risks and Mitigation**

13.1 Adult Care faces an increase in demand for services with an ageing population. This increase in demographic pressures including transitions from Children's services will put additional pressure on existing Adult Care budgets. Also, any future reductions in continuing health care funding would have a significant impact on residential and domiciliary care budgets across Adult Care services.

13.2 The additional costs to meet the Governments national living wage increases from April 2016 (from £7.20 per hour to £7.50 per hour) will put further demands on Adult Services budgets from independent service providers, particularly care homes and domiciliary care. Work continues with care providers to fully understand the financial impact and to consider implications for the 2017/18 budget.

**14. Accountable Officer(s)**

AnneMarie Lubanski, Strategic Director of Adult Services and Housing

Approvals Obtained from:-



Interim Strategic Director of Finance and Corporate Services:-

Interim Director of Legal Services:- not applicable.

Head of Procurement (if appropriate):- not applicable

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

**Council Report**

Overview Scrutiny Management Board – 17<sup>th</sup> February 2017

**Title**

Looked After Children and Care Leavers Sufficiency Strategy 2017-2021

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

Yes

**Director Approving Submission of the Report**

Ian Thomas, Strategic Director for CYPs

**Report author(s):**

Angela Tracey

Children and Young People's Services

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**Ward(s) Affected**

All

**Executive Summary**

The Looked After Children and Care Leavers Sufficiency Strategy has been developed in line with the duty to provide or procure placements for Children Looked After (CLA) by the local authority (Children Act 1989, Sufficiency Statutory Guidance 2010, Care Planning, Placement and Case Review Regulations 2011). This includes a duty of 'sufficiency' that requires Local Authorities and Children's Trust partners to ensure that there is a range of sufficient placements which meet the needs of children and young people in care, and to take steps to develop and shape service provision to meet the needs of all children and young people in care at a local level, as far as is reasonably possible.

The Strategy sets out how Rotherham Children's Services will fulfil its role as a Corporate Parent and meet its statutory sufficiency duty by providing good quality care, effective parenting and support to children and young people in and leaving our care. It describes our 'one market' approach to the commissioning and provision of secure, safe and appropriate accommodation and support to children in care and care leavers over the next four years.

The outcome of the strategy will be to safely and appropriately reduce the number of young people requiring care by the local authority, responding to the challenges identified and improving outcomes for children.

Whilst this Strategy is not primarily a financial one, it is expected that the commissioning and strategic intentions set out will provide significant cost avoidance and savings opportunities and are essential to the sustainability of improved outcomes and the Local Authority budget.

**Recommendations**

- That the Overview Scrutiny Management Board is asked to consider the attached Looked After Children and Care Leavers Strategy 2017-2021.

**List of Appendices Included**

Looked After Children and Care Leavers Sufficiency Strategy 2017-2021.

**Background Papers**

Reports to the Cabinet and Commissioners Decision Making Meeting – Council Medium Term Financial Strategy Update 14 November 2016.

Investment Bids – CYPS

Executive Summary, Safeguarding Pressures Phase 5 – December 2016 – Association of Directors of Children’s Services

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

No

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## Looked After Children and Care Leavers Sufficiency Strategy 2017-2021

### 1. Recommendations

- 1.1 That the Overview Scrutiny Management Board is asked to consider the attached Looked After Children and Care Leavers Strategy 2017-2021.

### 2. Background

- 2.1 The Looked After Children's Sufficiency Strategy sets out how Rotherham Children's Services will fulfil its role as a Corporate Parent and meet its statutory sufficiency duty by providing good quality care, effective parenting and support to children and young people in and leaving our care. It describes a 'one market' approach to the commissioning and provision of secure, safe and appropriate accommodation and support to children in care and care leavers over the next four years.
- 2.3 The commissioning approach outlined will rethink services and ways of working with families. Investment in the right support at the right time will be necessary, enhancing early help and prevention so that fewer children come into care in the first place. Participation will be encouraged by engaging customers throughout the commissioning process to ensure that children, young people and their families help design services and influence the way in which they are delivered.
- 2.4 Achieving this requires the collective engagement of the local authority and its partners working together, involving children and young people in the decisions affecting their lives.
- 2.5 The Looked After Children's Strategy 2016-2019, previously considered by the Improvement Board in November 2016, describes five strategic objectives required to improve the outcomes for looked after children and which inform the strategic intentions in this Sufficiency Strategy:
- To improve the degree and timeliness of placement stability and permanence and ensure that children are able to enjoy a continuity of relationships.
  - To improve the emotional wellbeing and physical health of looked after children (which will also support care and school placement stability).
  - To improve the educational progress and attainment and narrow the gap between attainment of LAC and their peers.
  - To improve the support and opportunities for care leavers and to increase the number and proportion of them who are in Education Employment or Training (EET).
  - To listen to children and young people so as to ensure that they can influence their own plans as well as wider service delivery and development.

### 3. Key Issues

- 3.1 Rotherham has an increasingly high number of children in its care. In common generally with the national picture, there has been a consistent upward trend year on year in the numbers of children and young people looked after by the Local Authority. However in Rotherham the number has increased from 424 as of January 2016 to 488 as of December 2016 (15% increase in a 12 month period) and is expected to increase without intervention.

- 3.2 Analysis of Rotherham Looked After Children key data and current provision identified the following challenges:
- There are too many looked after children in the care of Rotherham MBC. Historically poorly performing services have left a legacy of more complex need as well as a legacy of rising numbers.
  - There is a need to ensure that the Local Authority has provision which enables it to manage demand and that preventative provision and early help is in place to minimise the number of children coming into care. For some children, for whom the right decision has been to become looked after, there is insufficient timely access to appropriate specialist support.
  - The number of those children in care placed out of borough is too high, closing gaps in the provision of sufficient local placement accommodation, preferably in a family setting, is required so children and young people in care and care leavers are able to continue to live within or close to the Borough.
  - There is a need to work with key providers of specialist provision to help us to meet a range of needs and sufficiency of placement provision. More needs to be done to ensure the efficient and effective operation of our local market. Delivering much better value in terms of quality, price, unit costs and outcomes is essential across all provision.
- 3.3 The outcome of the strategy will be to safely and appropriately reduce the number of young people requiring care by the local authority whilst responding to the challenges identified.
- 3.4 By 2021 we expect that the interventions will safely reducing the number of LAC to around 399 (closer to the statistical neighbour average of 64 per 10,000 population i.e. 360). The planned reduction in the number of looked after children is expected to result in a net reduction of 61 placements; 4 in 2017/18; 13 in 2018/19; 22 in 2019/20; and 22 in 2020/21.
- 3.5 Whilst this Strategy is not primarily a financial one it is expected that the commissioning and strategic intentions set out will provide significant cost avoidance and savings opportunities and are essential to the sustainability of improved outcomes and the Local Authority budget.

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

- 4.1 In response to the challenges identified, the commissioning intention has been to develop a range of preventative and support services/ interventions, some of which have required investment to facilitate the reduction in numbers and deliver the necessary cost reductions and improved outcomes. The strategy is founded on securing those improved outcomes through provision of prevention and early help services, adequate support once children are looked after, alongside significant social work practice improvement.
- Supporting children and young people on the 'edge of care' to stay at home
  - Returning children to their birth/extended families when safe to do so
  - Supporting permanency through Adoption and special guardianship
  - Placement commissioning and development
  - Support around the placement to meet the individual needs of the child/young person and carer (including SEMH needs)

- 4.2 This strategy sets out the challenges and the commissioning intentions, the Council and Commissioners have already approved a number of investments, described above to manage demand for services, achieve the necessary improvements in outcomes and longer term cost reduction required.

## **5. Consultation**

- 5.1 This strategy articulates the investments and commissioning which have been developed in conjunction with other Directorates and Partners including Adults Social Care, Housing, Health and Schools.

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

- 6.1 The timetable for the implementation of this decision the subject of the report to the Cabinet and Commissioners Decision Making Meeting on the 14 November 2016 for the Council Medium Term Financial Strategy Update.

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

- 7.1 The financial impact of the Strategy was outlined in the report to the Cabinet and Commissioners Decision Making Meeting for the Council Medium Term Financial Strategy Update on the 14<sup>th</sup> November 2016 and ratified at Council on 7<sup>th</sup> December. The report included a number of investments and savings related to the Looked after Children and Care Leavers Strategy.

- 7.2 The Council Medium Term Financial Strategy sets out an expected cost avoidance of £5.6m directly related to the implementation of this Strategy by March 2021.

## **8. Legal Implications**

- 8.1 The Strategy proposed by this report will underpin the Council's compliance with the statutory duties it owes towards looked after children, such as the duties under the Children Act 1989 (as amended by the Children and Families Act 2014) to provide accommodation for and to safeguard and promote the welfare of looked after children.

## **9. Human Resources Implications**

- 9.1 There are no direct employee implications arising from this report.

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

- 10.1 This strategy aims to improve the outcomes for Children either through prevention and early intervention or in providing support to meet their individual needs should they become Looked After.

- 10.2 The strategy recognises that the future of young people leaving care continues well into their adulthood. Services will look to build on strengths whilst children and young people are in care to develop their resilience. Transition pathways will offer support up to the age of 25.

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

- 11.1 There are no direct equalities or human rights implications arising from this report.

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

- 12.1 Achieving this requires the collective engagement of the local authority and its partners working together, involving children and young people in the decisions affecting their lives. The investments and intentions described in this strategy have been developed in conjunction with other Directorates and Partners including Adults Social Care, Housing, Health and schools.

**13. Risks and Mitigation**

- 13.1 The effectiveness of the interventions and investments will be tracked in terms of contributing to safely and appropriately reducing the number of children and young people requiring care by 61 placements. A number of key measures will be established which will help us to understand whether we are making a difference.
- 13.2 This strategy will be supported by a transformational commissioning action plan and a commissioning strategy. There will be quarterly reviews and oversight from our Corporate Parenting Panel. It will be owned and implemented by all professionals and partner organisations working with children, young people, their parents and carers.

**14. Accountable Officer(s)**

- 14.1 Ian Thomas, Strategic Director for Children and Young People's Services.  
Linda Harper (Interim Assistant Director, Commissioning, Performance And Quality – Children and Young People's Services).

Approvals Obtained from:

Strategic Director of Finance and Corporate Services: Mark Chambers 25.01.17

Director of Legal Services: Neil Concannon, 25.01.17

Head of HR Services: Theresa Caswell, Business Partner, 25.01.17

Head of Procurement: Joanne Kirk, Purchase to Pay Manager, 24.01.17

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**(DRAFT)**

**Rotherham  
Looked After Children  
and Care Leavers**

**SUFFICIENCY STRATEGY**

**2017-2021**

Version 0.8

Date of Publication: January 2017

Date of Review: January 2018



## Document Control

## Version History

Issue	Date	Author	Change Description
0.1	28/10/16	Angela Tracey	First Draft for comments to Deputy Strategic Director
0.2	28/10/16	Angela Tracey	Incorporate Amendments
0.3	31/10/16	Angela Tracey	Circulate to LAC Strategy Group for comments
0.4	04/11/16	Angela Tracey	Incorporate Amendments
0.5	10/11/16	Angela Tracey	Draft for comments to Interim AD Commissioning
0.6	05/12/16	Angela Tracey	Incorporate Amendments and draft to DLT 05/12/16
0.7	19/12/16	Angela Tracey	Final Draft to DLT 19/12/16
0.8	19/01/17	Angela Tracey	Final Draft to DLT 19/01/17
0.9	25/01/17	Angela Tracey	Improvement Board 25/01/17 and Improving Lives Select Commission 01/02/17
0.91	26/01/17	Angela Tracey	Incorporate Amendment from SLT 26/01/17

## Authorisation

Title	Name	Date	Signature
DLT	-	19/01/17	
Strategic Director	Ian Thomas	25/01/17	
Lead Member CYPS	Cllr Gordon Watson	25/01/17	
Children's Improvement Board	Commissioner Bradwell Debbie Barnes	25/01/17	
Corporate Parenting Panel	Cllr Gordon Watson		

## Circulation

Title	Name	Date	Signature
Chair of the Rotherham Children's Safeguarding Board	Christine Cassell	25/01/17	

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## Foreword

In Rotherham, we will strive for the children we look after to have the same things that every good parent or carer would want; that they are healthy and happy, that they feel valued for who they are, and when they grow up they achieve their potential.

This document sets out how Rotherham Children's Services will fulfil its role as a Corporate Parent and meet its statutory sufficiency duty by providing good quality care, effective parenting and support to children and young people in and leaving our care. It describes our 'one market' approach to the commissioning and provision of secure, safe and appropriate accommodation and support to children in care and care leavers over the next four years.

We identify the key challenges that we face in achieving sufficiency and our strategic approach to overcoming them. Our commissioning approach will rethink services and the way we work with families. We will invest in the right support at the right time, enhancing early help and prevention so that fewer children come into care in the first place. We will encourage participation by engaging customers throughout the commissioning process to ensure that children, young people and their families help us to design services and influence the way in which they are delivered. This is at the heart of Rotherham's Children's Transformation Programme and Children's Financial Sustainability Plan 2016-2021.

This Strategy also describes the on-going needs of children for whom we need to develop additional provision with key providers to ensure a range of specialist support and choice. It will focus on ensuring that the local market is developed over time so children and young people who remain in our care are able to continue to live in a family setting with the right support within or close to the Borough.

Achieving this requires the collective engagement of the local authority and its partners working together, involving children and young people in the decisions affecting their lives. As Corporate Parents we will provide scrutiny and seek assurance that the Strategy and the actions are owned and implemented by all professionals and partner organisations working with children, young people, their parents and carers to secure the best outcomes for our children.

Signed:

Councillor Gordon Watson  
**Lead Member,  
Children and Young People Services**

Signed

Ian Thomas  
**Strategic Director, Children & Young  
People's Service**

## 1. Introduction and Rotherham's Context

### Overview

- 1.1 The duty to provide or procure placements for Children Looked After (CLA) by the local authority is explicit in the Children Act 1989. This has since been strengthened by the introduction of Sufficiency Statutory Guidance (2010) and the Care Planning, Placement and Case Review Regulations (implementation April 2011). There is a duty of 'sufficiency' that requires Local Authorities and Children's Trust partners to ensure that there is a range of sufficient placements which meet the needs of children and young people in care, and to take steps to develop and shape service provision to meet the needs of all children and young people in care at a local level, as far as is reasonably possible.
- 1.2 This Sufficiency Strategy analyses the needs of children and young people in care that are not currently being met within Rotherham. It also considers the likely changes in the overall care population between now and 2020, taking into account the ambition to improve preventative services, increase the number of children for whom permanency is secured and ensuring children are matched to the right placement to meet their needs.
- 1.3 Some of our Looked After children will have special educational needs and disabilities. We recognise for this cohort of children that their placement will be driven by their special educational need and is considered in a separate Sufficiency Strategy for SEND. This strategy gives consideration to the cohort of children that display a high level of Social, Educational and Mental Health (SEMH) issues only some of whom will have SEN statements or Education, Health and Care Plans (EHCPs).
- 1.4 Young people leaving care are some of the most vulnerable young people in our society. Leaving care is a key moment in these young people's lives, and events at this stage in their life will have a lasting impact. Care leavers generally face having to be independent much younger than their peers. Care leavers need support at events in their lives such as moving into their first home, perhaps getting a job at a far earlier age than their peers and all of this without the support network and safety net of a family. The sufficiency of the support and accommodation provided for them will be considered.

### Strategic Outcomes

- 1.5 Rotherham Children & Families Strategic Partnership have agreed three underpinning outcomes which inform the Commissioning Strategy:
  - Children and young people are healthy and safe from harm.
  - Children and young people start school ready to learn for life.
  - Children, young people and their families are ready for the world of work.
- 1.6 Alongside these outcomes, the Looked After Children Service has developed 5 strategic objectives. They drive the key achievements and service improvements that will need to be made over the course of the next four years in order to improve the outcomes for looked after children and inform the strategic intentions in this Sufficiency Strategy:
  - To improve the degree and timeliness of placement stability and permanence and ensure that children are able to enjoy a continuity of relationships.
  - To improve the emotional wellbeing and physical health of looked after children (which will also support care and school placement stability).

- To improve the educational progress and attainment and narrow the gap between attainment of LAC and their peers.
- To improve the support and opportunities for care leavers and to increase the number and proportion of them who are in Education Employment or Training (EET).
- To listen to children and young people so as to ensure that they can influence their own plans as well as wider service delivery and development.

### Supporting Strategies

- 1.7 This document and the Strategy are separate to but linked to and informed by the following:
- The Rotherham Joint Strategic Needs Assessment (JSNA)
  - The Rotherham Children & Young Peoples Plan
  - The Looked After Children's Strategy 2016-2019
  - The Corporate Parenting Strategy.
  - The Corporate Parenting Promise to Looked After Children.
  - The Pledge to Looked After Children.
  - The Rotherham Offer to Care Leavers.
  - CYPS Sustainability Plan 2016-2021
  - The Early Help Strategy 2016-2019
  - CAMHS Transformation Plan

### Rotherham Local Context

- 1.8 Rotherham is a diverse borough with a mixture of people, cultures and communities. There are densely populated multi-ethnic inner urban areas, large council built housing estates, leafy private housing suburbs, industrial areas and rural villages.
- 1.9 Rotherham is currently home to 260,000 residents with approximately:
- 56,356 (21.6%) children and young people aged 0 to 17 years
  - Of which, 16,004 (28.6%) are aged 0-4
- 1.10 There are significantly more people aged over 60 than children under 18. The child population has not changed significantly in total since 2011, although those aged under 5 years have increased in recent years. However, the number of children aged 0-4 is projected to stabilise before falling slightly to 15,800 by 2019. The largest reduction will be in young people aged 16-19, whose numbers are projected to reduce by 9% from 12,200 in 2015 to 11,100 to 2025.
- 1.11 Our Black and Minority Ethnic (BME) population is less than half the national average, but this has more than doubled between 2001 and 2011 from 10,080 to 20,842 (8.1%) and becoming increasingly diverse. The largest of over 75 different BME groups is Pakistani and Kashmiri who numbered 7,912 in 2011 (or 3.1% of the population). There were 3,418 (1.4%) 'other White' residents mainly Slovak, Czech and Romanian Roma.
- 1.12 Whilst the child population has not changed much in total since 2011, ethnic composition has changed rather more. The child BME percentage is estimated to have increased from 12.7% in 2011 to 17.9% in 2016. Of this Pakistani and Kashmiri is the largest group (6.7%) The 'other White' child population has seen the most increase, now estimated to represent 4.5%.
- 1.13 Rotherham has an increasingly high number of children in its care. There has been a consistent upward trend year on year in the numbers of children and young people looked after by the Local Authority. The number has increased from 424 as of

January 2016 to 488 as of December 2016 (15% increase in a 12 month period) and is expected to increase.

- 1.14 Black and Minority Ethnic children now represent 19.4% (95) of the Looked After Children population. As a proportion, this is broadly in line with the child population as a whole (17.9%).

DRAFT

## 2. Our Challenges

- 2.1 The data identified below is crucial to understanding the makeup of Rotherham's LAC population and being able to forecast future trends and to identify the right placement, in the right place at the right time.

### THE NUMBERS OF LOOKED AFTER CHILDREN RISING AND LEGACY OF NEED

**Table 1 - Numbers of Looked After Children per 10,000 under 18 population as at period end**

	31 <sup>st</sup> March 2014	31 <sup>st</sup> March 2015	31 <sup>st</sup> March 2016	31 <sup>st</sup> Dec 2016
<b>Rotherham</b>	69.9	72.2	76.6	86.5
<b>Stat Neighbour Average</b>	73.3	73.2	75.8	-
<b>England Average</b>	60.0	60.0	60.0	-

- 2.2 The number of Looked After Children in Rotherham is high when compared to Statistical Neighbours and England averages. However, the Authority acknowledges historically poorly performing services and practice have left a legacy of need as well as a legacy of numbers.

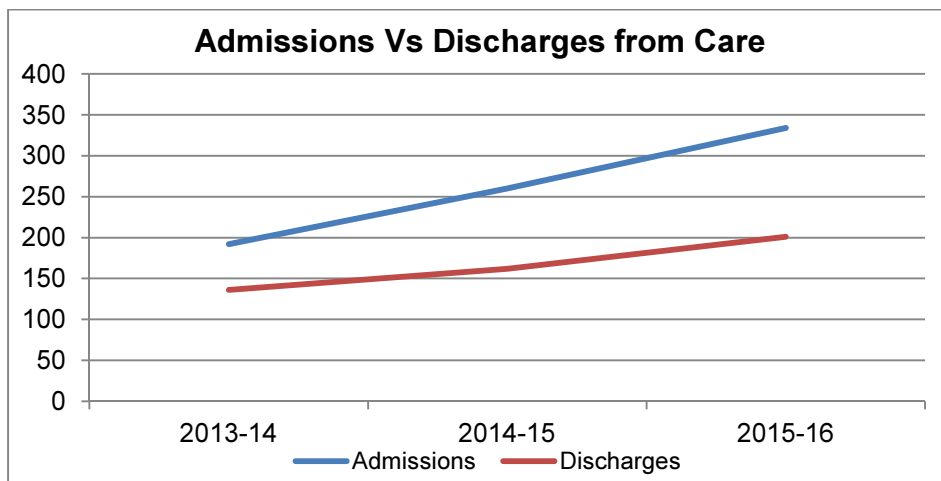
**Table 2 - Numbers of Looked After Children by Age Group as at period end**

Age Group	31 <sup>st</sup> March 2014	31 <sup>st</sup> March 2015	31 <sup>st</sup> March 2016	31 <sup>st</sup> Dec 2016
<b>Under 1</b>	23	18	29	39
<b>1 to 4</b>	59	60	52	62
<b>5 to 9</b>	80	80	87	102
<b>10 to 15</b>	160	162	174	186
<b>16 &amp; Over</b>	72	87	89	99
<b>Total</b>	<b>394</b>	<b>407</b>	<b>431</b>	<b>488</b>

- 2.3 Rotherham has a disproportionate number of older children with nearly two thirds of the children looked after aged 10 and over. The net numbers of children looked after aged between 10 and 15 admitted to care remaining constant (Table 3 and 4). At December 2016, of the children and young people looked after for more than 2 years, (41%) were aged 10 and over.
- 2.4 The likelihood of these young people returning to their birth families or achieving permanency through adoption or special guardianship orders diminishes the older they become and they are more likely to remain looked after. Often (but not always) the older children have a greater complexity of need which impacts on education and stability of school placements

### Admissions and Discharges Activity In Year

- 2.5 Table 3 and 4 below show both admissions and discharges have risen significantly over the last 3 years. With an increasing number of children coming in to care than those being discharged, the gap is widening and the net LAC population is growing.



- 2.6 There are an increasing proportion of babies and young children becoming looked after between birth and 4 years of age which has risen from 37% in 2013/2014 to 45% in December 2016. Following the establishment of a new LAC Court and Permanence Team in November 2015 and as a result of a review of Public Law Outline (PLO) practice completed in April 2016 the service has refocused its efforts on early permanence planning to intervene and secure permanent alternative care for babies and young children within a legal framework.

**Table 3 - Admissions to Care by Age Group**

Age Group	2013-2014	2014-2015	2015-2016	Apr-Dec 2016
Under 1	39/20%	48/18%	57/17%	47/23%
1 to 4	33/17%	70/27%	81/24%	45/22%
5 to 9	39/20%	47/18%	90/27%	38/19%
10 to 15	53/28%	66/25%	67/20%	56/28%
16 & Over	28/15%	29/11%	39/12%	15/7%
<b>Total</b>	<b>192</b>	<b>260</b>	<b>334</b>	<b>201</b>

**Table 4 - Discharges from Care by Age**

Age Group on Leaving Care	2013-2014	2014-2015	2015-2016	Apr-Dec 2016
Under 1	14/10%	17/10%	23/11%	22/15%
1 to 4	45/33%	52/32%	61/30%	35/24%
5 to 9	17/13%	20/12%	27/13%	18/13%
10 to 15	19/14%	21/13%	34/17%	22/15%
16 & Over	41/30%	52/32%	56/28%	46/32%
<b>Total</b>	<b>136</b>	<b>162</b>	<b>201</b>	<b>143</b>



Table 5 - Discharges from Care by End Reason

Reason Care Ceased	2013-2014	2014-2015	2015-2016	Apr-Dec 2016
Returned Home to live with birth parent or person with parental responsibility	44/ 32%	52/ 32%	56/29%	43/30%
To live with parents, relatives, or other person with no parental responsibility	-	-	-	20/13%
Adopted (permanence)	36/ 27%	44/ 27%	43/ 21%	19/13%
Alternative permanent care with 'connected people' (SGO)	19/ 14%	18/ 11%	33/ 16%	16/11%
Transition to Adult Services - disability and learning difficulties	2/ 1%	4/ 2%	1/ 1%	4/3%
Becoming an 18 year old Adult (move to independent living)	23/ 17%	14/ 9%	9/ 4%	13/10%
All Other	12/ 9%	30/ 19%	59/ 29%	28/20%
<b>Total</b>	<b>136</b>	<b>162</b>	<b>201</b>	<b>143</b>

- 2.7 Returning children to their birth or extended families where it is safe to do so shows a marked increase on 2015/16 to 45% by December 2016 Year to Date figures. Discharges of 37% in 2015/16 were to permanency arrangements through adoption or special guardianship orders.

## HOW WE CURRENTLY CARE FOR OUR LOOKED AFTER CHILDREN

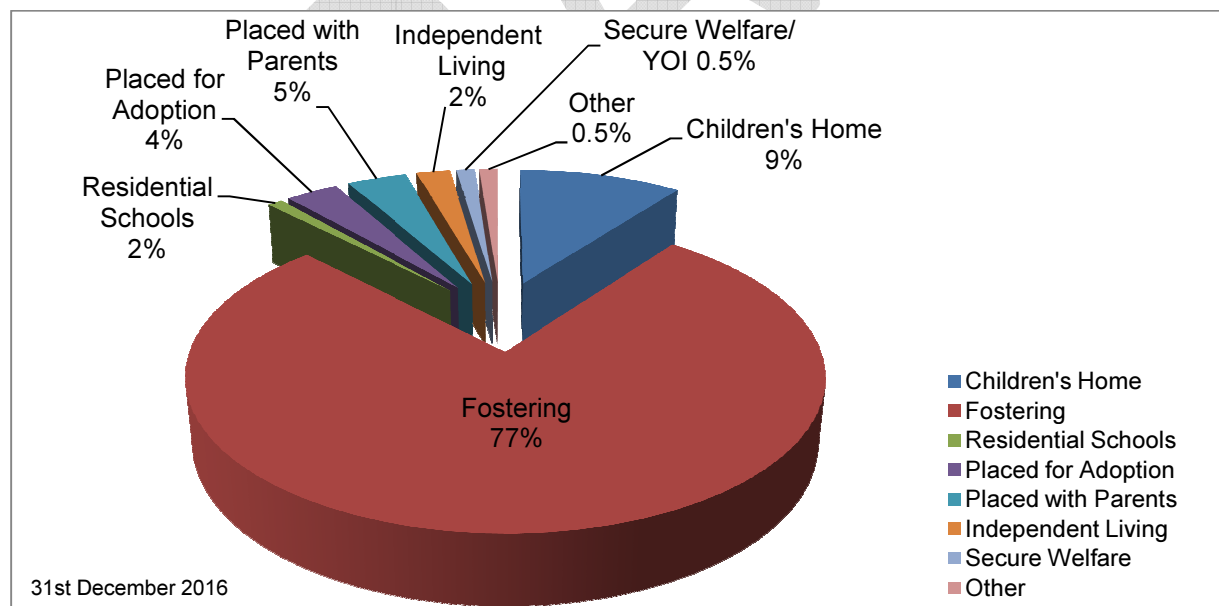
Table 6 - Numbers of Looked After Children by Legal Status as at period end

Legal Status	31 <sup>st</sup> March 2014	31 <sup>st</sup> March 2015	31 <sup>st</sup> March 2016	31 <sup>st</sup> Dec 2016
Interim Care Order	51/13%	61/15%	78/18%	138/28%
Full Care Order	239/60%	237/58%	251/58%	241/49%
Section 20	40/10%	59/15%	58/13%	59/12%
Placement Order	62/16%	50/12%	41/10%	46/9%
On remand, committed for trial, or detained	2/1%	-	2/0.5%	3/0.5%
Emergency orders or police protection	-	-	1/0.5%	1/0.5%
<b>Total</b>	<b>394</b>	<b>407</b>	<b>431</b>	<b>488</b>

- 2.8 There is a sustained proportionate increase in the numbers of children subject to ongoing care proceedings (interim care order) which would suggest that a permanent legal resolution is being sought for more children more of the time.

Table 7 - Numbers of Looked After Children by Placement Type as at Period End

Placement Type	31 <sup>st</sup> March 2014	31 <sup>st</sup> March 2015	31 <sup>st</sup> March 2016	31 <sup>st</sup> Dec 2016
<b>Children's Home</b> in-house provision	19/ 5%	16/ 4%	3/ 1%	0
<b>Children's Home</b> provision by others	22/ 6%	30/ 7%	41/ 10%	45/ 9%
<b>Fostering</b> in-house provision	155/ 39%	167/ 41%	178/ 41%	179/ 36%
<b>Fostering</b> with 'connected people' (relatives or friends)	10/ 3%	16/ 4%	20/ 5%	20/ 5%
<b>Fostering</b> provision by others (IFAs & other LAs)	102/ 26%	110/ 27%	136/ 32%	176/ 36%
<b>Residential Schools</b>	3/ 1%	3/ 1%	4/ 1%	9/ 2%
<b>Placed for Adoption</b> (with prospective adoptive parents)	37/ 9%	24/ 6%	14/ 3%	21/ 4%
<b>Placed with Parents</b> (and subject to a FCO or other Order of the court)	18/ 5%	14/ 3%	16/ 4%	23/ 5%
<b>Independent Living</b>	10/ 3%	11/ 3%	9/2%	11/ 2%
<b>Secure Accommodation</b> (Welfare grounds)	4/ 1%	2/ 0%	5/ 1%	1/ 0%
<b>Young Offender Institute or Prison</b>	3/ 1%	1/ 0%	0%	1/ 0%
<b>Other</b>	11/ 3%	13/ 3%	5/ 1%	2/ 0.5%
<b>Total</b>	<b>394</b>	<b>407</b>	<b>431</b>	<b>488</b>



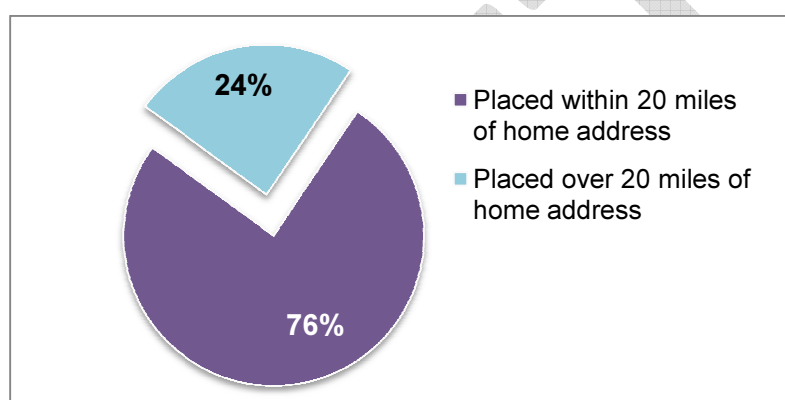
2.9 The breakdown of placements by type indicate that the vast majority of LAC are placed in foster care (77%) which is consistent with the department's commitment to place children in family based arrangements. Of the 77%, 41% are in-house placement (including connected people, relatives or friends) and 36% with Independent Fostering Agencies.

## WHERE WE CURRENTLY CARE FOR OUR LOOKED AFTER CHILDREN

2.10 When compared with statistical neighbours and the rest of the country, too many LAC are placed out of borough – more than 20 miles away from their home. This has implications for the child and family in terms of maintaining contact and for social work practice and oversight.

**Table 8 – % of children placed more than 20 miles from their home, outside LA Boundary**

% of children placed more than 20 miles from their home, outside LA Boundary	31 <sup>st</sup> March 2014	31 <sup>st</sup> March 2015	31 <sup>st</sup> March 2016
<b>Rotherham</b>	20	19	n/a
<b>Stat Neighbour</b>	15.25	12.70	n/a
<b>England</b>	13	14	n/a



**Table 9 – LAC placement driving distance from home by placement type as at July 2016**

Driving distance from Home Address	Internal Fostering	Independent Fostering Agency	Internal Residential	Independent Residential	Other provision	Grand Total
<b>July 2016</b>						<b>No/ %</b>
<b>Within Rotherham</b>	178/ 96.2%	93/ 62.4%	1/ 50%	17/ 32.7%	43/ 78.2%	332/ 75.1%
<b>20 to 49</b>	6/ 3.3%	33/ 2.1%	1/ 50%	13/ 25%	6/ 10.9%	59/ 13.4%
<b>50 to 99</b>	-	22/ 14.8%	-	17/ 32.7%	4/ 7.3%	42/ 9.5%
<b>100+</b>	1/ 0.5%	1/ 0.7%	-	5/ 9.6%	2/ 3.6%	9/ 2%
<b>Total LAC</b>	<b>185</b>	<b>149</b>	<b>2</b>	<b>52</b>	<b>55</b>	<b>442</b>

## DEMAND FOR SOCIAL, EMOTIONAL AND MENTAL HEALTH SUPPORT

2.11 An increasing number of Looked After Children are presenting with emotional wellbeing and mental health need. There has been a 39% increase in 2015/16 in the number of Looked After Children accessing emotional wellbeing and mental health support from the Looked After and Adopted Children's Therapeutic Team (LAACTT).

**Table 10 - Looked After Children Accessing LAC Therapeutic Team**

	<b>31<sup>st</sup> March 2015</b>	<b>31<sup>st</sup> March 2016</b>
	<b>No.</b>	<b>No.</b>
<b>Active cases</b>	150	208

- 2.12 There has been a 41% decrease in the number of Looked After Children accessing Rotherham Doncaster and South Humber NHS Foundation Trust CAMHS for mental health treatment in 2015/16 from the previous year's figure. This decrease may in part be due to RDASH CAMHS working more closely with the Therapeutic Team and preventing an escalation of need.

**Table 11 - LAC and Care Leavers accessing the RDASH CAMHS treatment service**

<b>Numbers accessing the CAMHS treatment service:</b>	<b>31<sup>st</sup> March 2015</b>	<b>31<sup>st</sup> March 2016</b>
	<b>No.</b>	<b>No.</b>
<b>Numbers of LAC and Care Leavers accessing</b>	131	77

- 2.13 There is evidence of good joint working between RDASH CAMHS and the Therapeutic Team and that each respective service is working with the appropriate cohort of children and young people.
- 2.14 At the time of writing, children accessing CAMHS are on average 13½ years old. Most of those not being referred as part of the specialist Learning Disability pathway have either experienced, or are at high risk of Child Sexual Exploitation or were referred for a neuro-developmental assessment (ASD or ADHD). Of the current cohort 92% were deemed to be 'routine' referrals

## SUPPORTING OUR YOUNG PEOPLE LEAVING CARE

**Table 12 - Percentage of Care Leavers in Suitable Accommodation**

<b>Suitable Accommodation</b>	<b>31<sup>st</sup> March 2014</b>	<b>31<sup>st</sup> March 2015</b>	<b>31<sup>st</sup> March 2016</b>	<b>31<sup>st</sup> Dec 2016</b>
<b>Rotherham</b>	82.80%	94.00%	96.5%	97.3%
<b>Stat Neighbours</b>	74.24%	85.10%	-	-
<b>England</b>	77.88%	81.00%	-	-

**Table 13 - Percentage of Care Leavers Not in Education, Employment or Training (NEET)**

<b>NEET</b>	<b>31<sup>st</sup> March 2014</b>	<b>31<sup>st</sup> March 2015</b>	<b>31<sup>st</sup> March 2016</b>	<b>31<sup>st</sup> Dec 2016</b>
<b>Rotherham</b>	38.00%	34.00%	32.00%	28.6%
<b>Stat Neighbours</b>	37.40%	39.60%	-	-
<b>England</b>	38.00%	39.00%	-	-

- 2.15 The vast majority of young people leaving care (97%) are in suitable accommodation which is well above the national average (81%). There are no young people placed in bed and breakfast accommodation.

### INDICATOR OUTCOMES

- 2.16 The performance against the following indicators is directly related to the evaluation of placement sufficiency and accommodation.

	Roth 2013/14	Roth 2014/15	Roth 2015/16	Roth Apr-Dec 2016	England 2015/16
Number of Looked After Children per 10,000 under 18 population	69.9	72.2	76.6	86.5	60
<b>Achieving permanence</b>					
Number of adoptions	-	-	43	19	-
% adoptions completed within 12 months of SHOBPA	55.6%	84.6%	53.5%	52.6%	-
Number of Special Guardianship Orders	5	1	16	16	
<b>Stability of Placements</b>					
No. of long term LAC placements stable for at least 2 years	108/157	110/153	109/150	102/148	-
% long term LAC placements stable for at least 2 years (NI063)	68.8%	71.9%	72.7%	68.9%	67%
No. of LAC who have had 3 or more placements - rolling 12 months (NI062)	44/393	49/409	56/431	62/454 At Sep	-
% LAC who have had 3 or more placements - rolling 12 months	11.2%	12.0%	13.0%	13.7% At Sep	11.0%
<b>Personal Education Plan</b>					
% LAC with a Personal Education Plan	65.7%	68.7%	97.8%	91.2% At Sep	-
% LAC with up to date Personal Education Plan	73.3%	76.0%	95.0%	85.0% At Sep	-
<b>Health</b>					
Health of Looked After Children – up to date Health Assessments	82.7%	81.4%	92.8%	89.2%	-
Health of Looked After Children – up to date Dental Assessments	42.5%	58.8%	95.0%	65.5%	-

- 2.17 A social care case management system was implemented in October 2016 which, as expected with any new system, would have a short term impact on reporting information in some areas. Where possible December data has been provided along with efforts to ensure that figures used have been manually validated for accuracy of reporting.

### Placement Stability and Disruption

- 2.18 Placement stability continues to be a factor in offering an effective Fostering Service and crucial to ensuring that the Council delivers good outcomes to each looked after child. Stability is measured by 2 national indicators, NI062 relating to children who experience 3 placement moves within 12 months and NI063 which relates to children looked after for 2.5 years who have been in the same placement for 2 years.
- 2.19 There has been steady improvement over the last 3 years in the placement stability NI063 placement stability figure which was 72.7% at March 2015. There has been a small decline in year at December 2016 to 68.9%. However the longer term trend is upwards and remains higher than statistical neighbours (67%).
- 2.20 Foster placement disruptions happen when the placement has had an unplanned ending outside of the child's care planning arrangements. In 2015/16 within RMBC in-house fostering service there were 15 foster placement disruptions involving 17 children in care. This compares with 40 placement disruptions that took place, during the same timeframe from within independent fostering agencies.
- 2.21 The national indicator NI062 shows steady increase to 13% in 2015/16 in placement breakdowns. This trend has continued into 2016 and is higher than statistical neighbours and higher than Rotherham's target of 10%.

### Adoption and Early Permanence planning

- 2.22 Analysis indicates an increase in the number of Looked After Children aged 0 to 4 whose permanence plan is adoption and reflects the trend of an increase in the number of children aged 0 to 4 entering care. In 2015/16, 19 children under the age of 1 year, had a SHOBPA (Should be placed for Adoption Decision). Eighteen children aged between 1 and 4 years had a SHOBPA decision.
- 2.23 From 1st April 2016 to 1st December, 17 children under the age of 1 year old, had a SHOBPA decision and 10 children aged between 1 and 4. It is likely that the number of children 4 and under whose plan is adoption will exceed the 2015/16 total. This reflects the trend in the growing numbers of children aged 4 or under entering care.
- 2.24 Early Permanence Planning (EPP) has enabled identification of unborn children who are likely to come in to care, develop a permanence plan for adoption and place them with adopters who are temporarily approved as foster carers. In 2015/16, 16 unborns were considered for EPP. Of these, 8 children (50%) were placed in Early Permanence Placements. In 2016/17 year to date, 14 children have been considered for EPP with 3 children placed.
- 2.25 During 2015/16 the average time between becoming a looked after child and placed for adoption (A1) was 296 days. This is within the government target of 426 days demonstrating that permanence is achieved in a timely manner and permanence plans are not allowed to drift.
- 2.26 The average time between the child being the subject of a placement order and being matched with adopters was 136 days during 2015/16 (A2). Although this missed the government target of 121 days, the underlying performance does represent an improvement on the previous year with 72% of children adopted with the target of 121 days compared to 37% in 2014/15.



### 3. Our Current Approach

#### Current Provision Overview

- 3.1 There has been a consistent upward trend year on year in the numbers of children and young people Looked After by Rotherham. Overall the number of children in care has increased from 407 at end of 2014/15 to 433 at the end of 2015/16. The trend continues upwards, being 488 and rising at the time of writing in December 2016.
- 3.2 Whilst this upward trend is reflected across many local authorities in the Yorkshire and Humber region, at a rate of 86.5 per 10,000 children this is above the national average of 60 looked after children per 10,000 of population (as at 31st March 2016). If the current trend of increasing numbers of Looked After Children was allowed to continue unabated, by November 2019 there will be a projected 604 looked after children.
- 3.3 Rotherham has had an inadequate 'alternative offer' to support children and families at times of crisis and this has also led to more children coming into care. Once in care there has been inadequate support provision for the child and carer and this has implications for placement stability, impacts on the child's education and potentially poorer outcomes.
- 3.4 In conjunction with this, the recruitment and retention of in-house foster carers has been insufficient to meet demand and the children's residential care homes have been of such poor or inconsistent quality that they have been deemed unviable. In turn this has led to an over-reliance on Independent Fostering Agencies (IFA) and private providers of children's residential care homes
- 3.5 In addition the lack of in-house provision too many young people have been placed some distance away from the Rotherham boundary. More than 24% (110 children) are placed more than 20 miles from their home address. (Section 2, Table 9).
- 3.6 These distances can make social worker and commissioning oversight of the placements difficult in terms of ensuring that the young person is receiving the services that have actually been commissioned such as therapeutic interventions, enhanced staff support packages, respite care etc. Furthermore, these placements bring with them a dependency on other agencies to provide for many of the other needs of the looked after young person including their education, non-teaching support, CAMHS intervention and health and dental treatment.
- 3.7 The Virtual School supports education wherever the child is placed and it is more difficult to support/challenge schools that are out of borough. We also experience a lack of prioritisation of Rotherham Looked After Children in other authorities. In addition some local authorities do not have a sufficiency of therapeutic support, Education Psychology input, post-16 support to be able to support our Looked After Children. Addressing the number of children looked after 'out of borough' is a key consideration in respect of their educational outcomes.
- 3.8 Where larger sibling groups have to come into care seeking to accommodate these larger groups (3+) in the same setting is difficult irrespective of the placement type. The resulting break up of sibling groups adds to the trauma which the young people experience at point of placement. Larger sibling groups are common amongst Rotherham's BME population.

- 3.9 The most recent **INITIAL** (2016) Chartered Institute of Public Finance and Accountancy (CIPFA) LAC Benchmarking Club shows Rotherham's weekly gross cost at £1,006. The overall trend is down on the previous year and is moving towards the benchmarking average of £918. The Benchmarking data show that there is scope to manage the sufficiency in the market as a whole for family based support within the Rotherham Borough.

**Table 14 - Gross cost per child per week by LA (Rotherham shown in black)**



Unit Costs Gross (£ per child per week)	Roth	Avg.
LA Homes	0	£3,049
Other Homes	£3,712	£3,571
In-House Foster Care	£525	£477
Other Foster Care	£901	£879
Overall	£1,019	£925

Composition Placements	No.	%	Avg
LA Homes	0	na	3%
Other Homes	42	10%	9%
In-House Foster Care	196	47%	56%
Other Foster Care	155	38%	27%
	347		

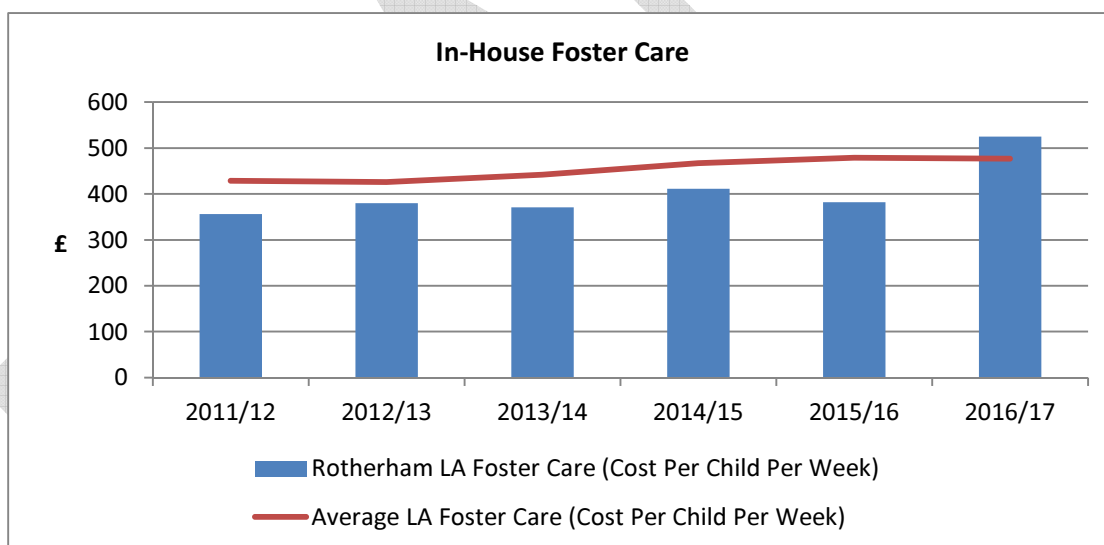
## IN-HOUSE PROVISION

### In-house Foster Care

- 3.10 During the course of 2015/16, despite recruitment, there was a net loss of 3 carers but this did not translate into a loss of placements as those who deregistered were not actively taking child placements. Placements increased from 167 to 178. In December 2016 the proportion of placements with local authority fostering accounted for 36% of the placement market (178 placements), a proportion that has remained consistent over the past 3 years but needs to increase. The target increase for 2016/17 is a net increase of 15 placements of in-house foster carers.
- 3.11 The In-House Fostering Service experienced an increase in the number of placement disruptions in 2015/16 which is indicative of a lack of placement choice to match against the child's needs. The Council will not meet its sufficiency of placement provision for 'Looked After Children' without attracting additional carers to foster for Rotherham and ensuring existing Foster Carers are retained and developed.



- 3.12 In response to the current sufficiency position work has begun to transform the local authority's in-house fostering agency 'offer' including a revised scheme of payments and support provision.
- 3.13 Rotherham, in common with local authorities across the Yorkshire and Humber region, has a shortage of all foster care placements, in particular in relation to placement sufficiency for:
- Older children - adolescents aged 12+
  - Larger sibling groups
  - Children and young people described as having 'challenging behaviour'
- 3.14 It is anticipated that some existing Rotherham foster households will be able to increase the number of children they care for and provide an opportunity to increase placements.
- 3.15 Rotherham Fostering Service have 7 Foster Plus carers who provide support to children and young people described as having 'challenging behaviour'. Three of the Foster Plus carers provide emergency placements for those children placed out of hours. Rotherham also has 4 foster carers who specialise in caring for children at risk of or subject to child sexual exploitation.
- 3.16 In previous benchmarking reports Rotherham has been consistently below the average weekly cost per child for in-house foster care. From 2016-17 this position changes following an improved payment scheme introduced in October 2016.



- 3.17 Recruitment of in-house foster carers will be a key element of the Sufficiency Strategy and the Directorate financial sustainability plans. Whilst an improved offer has increased costs increasing the numbers of in-house foster carers will help to reduce the reliance on more expensive independent fostering placements. The current gross unit cost for in-house provision is £525 per child per week.
- 3.18 The provision of high-quality training of foster carers is a key issue to support them to care for Rotherham children to upskill carers to improve the prospect of placement stability. This includes intensive and ongoing work on attachment, trauma, resilience, behaviour management as well as education.

#### In-house Residential Care

- 3.19 In-house support at Liberty House provides planned short break overnight respite care seven days a week for up to eight children, aged between 8 to 18 years, of either

gender who have physical or sensory disabilities, complex health needs and challenging behaviour as a result of their disability. The provision was rated outstanding by Ofsted in November 2016.

## INDEPENDENT SECTOR PROVISION

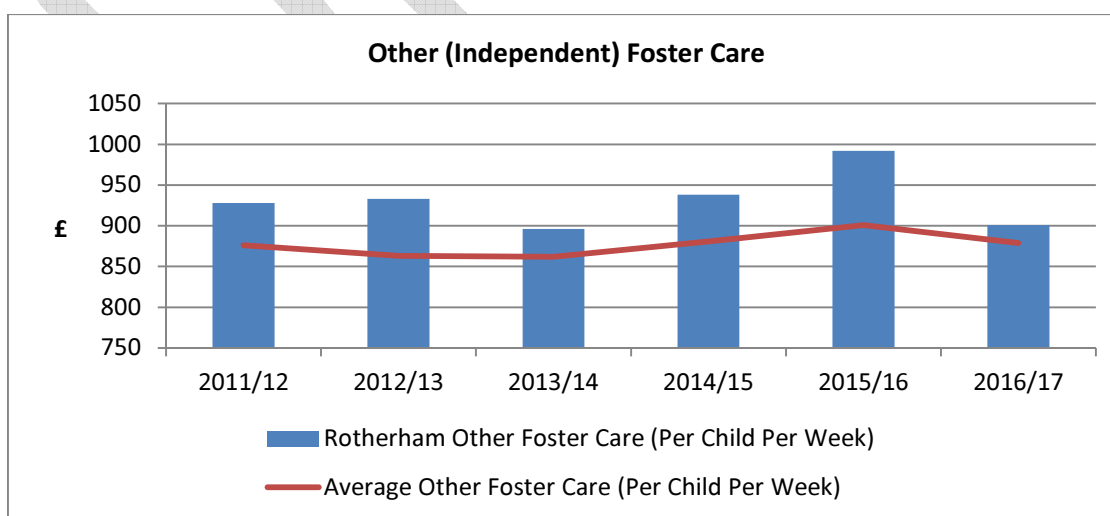
### Independent Fostering Agencies

- 3.20 Rotherham has commissioned framework arrangements for standard independent fostering provision from April 2016 until March 2019 with an option to extend for a further year. The framework consists of 19 providers and according to data submitted within their tender submissions these agencies had 391 fostering households within South Yorkshire, of which 62 were within Rotherham.
- 3.21 The establishment of the Rotherham Fostering Framework in April 2016 forms part of the sufficiency offer and a recent early evaluation of the impact of the Framework has deemed that it has provided additional and responsive capacity.
- 3.22 The number of IFA placements the council has used has increased over the last 3 years and with it the use of those outside of Rotherham's boundaries (table 9 refers):

**Table 15 – Numbers of IFA Placements by type**

Placement Type	2013/14		2014/15		2015/16	
	Admission	Discharge	Admission	Discharge	Admission	Discharge
Standard	18	89	17	90	26	118
Enhanced / Complex	8	38	7	53	9	54
Solo / Specialist	0	14	0	18	1	25
Parent & Child	1	4	0	1	1	4

- 3.23 IFA's will continue to be an important element in providing the right placement sufficiency. However, the average cost of an IFA placement is higher than in-house provision. The average current gross unit cost for independent foster care provision is £901 per child per week. This varies based on the needs of the child between £600 per week for a standard placement for a child under 5 to £1500 per week for a parent and child placement. The total annual budget for 2016/17 is £5.07m per annum.



- 3.24 Recent benchmarking reports have shown Rotherham to have a higher than average cost per child for independent foster placements. Although Rotherham has a

downward trend in IFA costs in line with other authorities our average cost per child is slightly higher than the average.

- 3.25 IFA's can provide stable long term placements for some young people in care. At December 2016, 33.5% of Rotherham children (59 of 176) have been in the same IFA placement for longer than 2 years.
- 3.26 Placement stability is key to good outcomes being achieved with every change of placement and school having the potential to impact on grades. However, between February and July 2016 four in-house placements came to an unplanned end where 18 IFA placements were similarly disrupted. It could be argued that this is a result of the fact that our older and more challenging looked after young people are more likely to be placed within the IFAs.

### Independent Residential

- 3.27 There has been an increase in the use of independent residential provision over the last 3 years. In respect of Out of Authority residential placements the financial impact is significant with placements costing an average of £3,712 per week. The budget for residential placements in 2016/17 is £6.958m.
- 3.28 Rotherham is a member of the White Rose Residential Framework; a collaborative framework set up by the nine South and West Yorkshire Authorities and since joined by York, Hull and North East Lincolnshire. The framework aims to secure high quality independent residential care for young people and to meet local demand for LAC. The framework was developed to ensure capacity to cope with fluctuations in demand across participating councils and has created a tier system of tried and tested providers.
- 3.29 The framework supports regional contract management and quality assurance which minimises costs to the participating member authorities and provides an effective interface with all independent providers. The current framework agreement originally ran to July 2015 and the option to extend until July 2017 has been taken up with a replacement framework currently in development.
- 3.30 The White Rose Residential Framework has provided stable placement costs (no price increases were approved across the framework until the introduction of the Living Wage), which were less than the Authority were paying prior to joining. It gives access to provision from 42 different providers all being consistently quality assured to the same standards with that QA work shared across participating authorities.

### CARE LEAVERS ACCOMMODATION AND SUPPORT

- 3.31 At the end of December 2016 the leaving care service was being accessed by 223 young people. During September 140 (63%) of young people accessing the service were receiving a range of support in their accommodation from daily to weekly contact. Of these 90 (40%) were under 18 years and 60% over. The gender split for Care Leavers is 49% female and 51% male.
- 3.32 Care leavers are actively encouraged to remain looked after until they are 18 where this is appropriate, and supported to remain in their placement post 18 under the 'Staying Put' initiative. 11% of care Leavers aged 18+ are in Staying Put Arrangements. The 'Staying Put' Policy is being embedded but requires further promotion with foster carers, young people and social care staff.
- 3.33 Within the annual return to the DFE (903 data) 97% of our care leavers are in suitable accommodation (unsuitable accommodation is defined as custody; homelessness

(including sofa surfing); bed and breakfast). However, the quality of that accommodation varies and we believe that too many young people are living beyond the borough's boundaries in relatively expensive supported accommodation provided by the private sector.

- 3.34 Planning is underway to review the quality and cost of our spot purchased supported accommodation with a view to re-directing resources to enable young people to live within the borough, particularly for those who will take longer to be equipped to manage the responsibilities of a tenancy in their own right. In addition, the children's commissioning team will be taking responsibility for identifying these placements from early 2017 which will bring increased rigour when purchasing these services.
- 3.35 The leaving care service (in-house) operates from a dedicated support hub in Rotherham town centre which was developed in response to young people's wishes. Personal advisors and other team members are available at the hub during the week and offer a duty service, drop-in facility and 1:1 appointments.
- 3.36 The service also has an in-house supported living facility (Hollowgate) in the town centre providing nine flats for semi-independent living plus a resource for staff to meet with young people. The provision helps them make a positive transition into adulthood. Young people housed at Hollowgate report that the service they are receiving is improved, supportive and appropriate. A further facility providing seven bedsits near the town centre was decommissioned earlier in 2016.
- 3.37 Hollowgate provides 10 young people with floating support living in dispersed properties provided by the Council's Housing Service. In addition they offer continued support to young people who have moved on from Hollowgate through access to 3 properties shared by 6 young people. In addition to this and in response to identified need 2 newly built 2 bedroom properties will be allocated to care leavers as preparation for applying for a social housing tenancy, this is expected to be available from late 2017.
- 3.38 Work is needed to ensure that referrals for accommodation and support for young people is co-ordinated and that accommodation identified for young people is quality assured and consistent and able to appropriately meet the needs of young people referred to them and provide good outcomes for care leavers.
- 3.39 Relationships with the Council's Housing Service are positive. Young people are supported in their own tenancies/dispersed tenancies and supported accommodation to appropriately manage their homes and finances and how to keep themselves safe within their home.
- 3.40 During 2016 a Transitions Project has focused on effective transitioning young people into their adulthood including care leavers. A collaboration across Directorates and with partners (Transitions Project) is working with children from a younger age to prepare them for adulthood and is establishing better links with Adult Services to create pathways to identify any ongoing needs and support as they leave care.

## **ADDITIONAL SUPPORT SERVICES FOR LOOKED AFTER CHILDREN**

### **Social, Emotional and Mental Health Support**

- 3.41 The main increase in presenting need for young people requiring an Education, Health and Care (EHC) Assessment and Plan is Social Emotional and Mental Health needs (SEMH) only some of whom are not Looked After. This will be described in

more detail in the SEND sufficiency strategy but an outline of provision is described here particularly as it links to the support around foster care placements.

- 3.42 The current support for SEMH in Rotherham is provided in-house by The Looked After and Adopted Children's Therapeutic Team (LAACTT) and Rotherham Doncaster and South Humber NHS Foundation Trust – CAMHS.

#### **Rotherham's Therapeutic Team (LAACTT)**

- 3.43 The Looked After and Adopted Children's Therapeutic Team offer advice, training and intervention to parents or carers and professionals working with looked after and adopted children to support the emotional wellbeing of the children and young people in their care. Demand for services has been high and there are capacity issues.

#### **Rotherham Doncaster and South Humber NHS Foundation Trust (RDASH) - CAMHS**

- 3.44 RDASH CAMHS is the mental health treatment service in Rotherham. They offer a variety of therapeutic interventions, such as family systemic therapy, art psychotherapy, cognitive behavioural therapy, psychoanalytical therapy, and solution focused therapy, play work and many other short and long term therapies.

- 3.45 Some of the issues that they help children/young people manage include anxiety disorders, severe behavioural issues, chronic fatigue/somatisation disorder, conduct disorder, eating disorders, gender identity disorder, mood disorder or depression, obsessive compulsive disorder, post-traumatic stress disorder, psychosis or suspected psychosis, self-harming behaviours, suspected attention deficit hyperactive disorder (ADHD), and suspected autism spectrum conditions (ASC).

- 3.46 RDASH CAMHS have, from 1st November 2016, implemented a process for the prioritisation of Looked After Children and Care Leavers for mental health treatment, which is as follows:

- 3.47 Following a referral for a looked after child, the assessment will be undertaken within the same timescales as an urgent referral i.e. within 24 hours. The outcome of the assessment and risks will determine the appropriate course of action which range from advice to children and carers for further managing the presenting situation, to intensive support to the young person and carer within 7 days of the initial assessment, to specialist therapeutic intervention for identified mental health problems prioritised for LAC.

- 3.48 In response to Rotherham's sufficiency challenge and the CAMHS Transformation Plan, there has been an increasing focus on promoting resilience, prevention and early intervention in this area. This has included:

- Initial work with schools in Rotherham on Social, Emotional and Mental Health (SEMH) approaches, which is specifically targeting the most vulnerable children in schools
- Five secondary schools and one special school participating in the 'whole school approach to Emotional Wellbeing and Mental Health' pilot project.
- A whole-service reconfiguration of the RDASH CAMHS service has been undertaken and as part of this reconfiguration, a locality service has been established, whereby locality workers interface and provide support and advice to locality Social Care teams, GP Practice localities and locality Early Help teams. In addition, the locality workers are also working closely with schools and providing support and advice to staff and direct contact with pupils as necessary.

- Rotherham's My Mind Matters website: [www.mymindmatters.org.uk](http://www.mymindmatters.org.uk) website for all children, young people, parents, carers and practitioners provides information on how to get help, what help there is and how to look after mental health and emotional wellbeing.

## SUMMARY

3.49 The key challenges that we face in achieving sufficiency are as follows:

- There are too many looked after children in the care of Rotherham MBC. Historically poorly performing services have left a legacy of more complex need as well as a legacy of rising numbers.
- There is a need to ensure that the Local Authority has provision which enables it to manage demand and that preventative provision and early help is in place to minimise the number of children coming into care. For some children, for whom the right decision has been to become looked after, there is insufficient timely access to appropriate specialist support.
- The number of those children in care placed out of borough is too high, closing gaps in the provision of sufficient local placement accommodation, preferably in a family setting, is required so children and young people in care and care leavers are able to continue to live within or close to the Borough.
- There is a need to work with key providers of specialist provision to help us to meet a range of needs and sufficiency of placement provision. More needs to be done to ensure the efficient and effective operation of our local market. Delivering much better value in terms of quality, price, unit costs and outcomes is essential across all provision.



## 4. Our Intended Response

- 4.1 In response to the challenges we face, we are committed to four clear intentions which inform our commissioning:
- a. For those children and young people on the edge of care, we will ensure that they are supported to stay with their parents or extended family and only come into care where it is absolutely necessary and justified in the best interests of the child or young person, and that all support options and strategies have been exhausted.
  - b. For young children who come into care we will work to return to their birth or extended families, as a best outcome for them, when it is safe to do so. Where it is not, we will seek permanency for them through adoption or special guardianship orders wherever possible.
  - c. For children who remain in our care we will ensure that we have good quality placement in a family setting or suitable residential provision in or close to Rotherham.
  - d. For young people leaving care we will actively encourage them to remain looked after until they are 18 where this is appropriate. We will help them to 'stay put' in their placement after they are 18. Where this is not possible or appropriate we will ensure that we have sufficient accommodation locally to meet their needs including support to enable smooth transition to independent living.
- 4.2 We intend to facilitate a reduction in the number of children and young people looked after in Rotherham by investing in the right support at the right time for children and families across early help and on the edge of care; children's social care and education settings to develop better, more affordable placement choices. It is our intention to develop a range of preventative and support services/ interventions. There are five strands contained within the LAC strategy 2016-2019, which are as follows:
- Supporting children and young people on the 'edge of care' to stay at home
  - Supporting permanency through Adoption and special guardianship
  - Placement commissioning and development
  - Support around the placement for child/young person and carer (including SEMH needs)
  - Returning children to their birth/extended families when safe to do so

### Supporting children and young people on the 'edge of care'

- 4.4 We will develop enhanced 'Edge of Care' interventions within Early Help Services to support children and families where there is an immediate risk of family breakdown or to respond to families in crisis. This will ensure that the opportunity to intervene earlier when problems begin to emerge is enhanced by a robust continuum of evidence based practice across the children's workforce.
- a. Establishing an '**Edge of Care**' Team – by investing in the recruitment and development of a dedicated team of practitioners offering a range of services to support children to remain living safely with their immediate or extended families they will be given the best chance to thrive without long-term reliance on services.

- b. Continue **Multi-Systemic Therapy (MST)** – an intensive programme that works within the whole ecology of a young person including parents, family, the community and school at the same time in a solution-focused, strengths-based approach to empower the family to take responsibility for solving problems. In the longer term this strategy will also push demand for placements down from costly high tier services to less expensive early interventions.
- c. Establish **Family Group Conferencing (FGC)** – FGC is an effective tool for identifying and engaging with wider family members and friends at an early stage of concern regarding a child. It is a child-centred, family-led decision making and planning process which develops existing strengths to build safety for children. Targeting services at children and young people at an earlier stage of their journey is likely to reduce the number of children subject to a child protection plan and consequently reduce the numbers that escalate to PLO care proceedings and ultimately entering care.
- d. Implement the **Pause Project** – It has been determined that over a 7 year period 29% of care applications in the UK involved women who had previously had a child removed from their care and this often related to trans-generational patterns of neglect and/or abuse. Repeat removal of a child or children is a particular issue in Rotherham. The Pause Project aims to engage with mothers on a one to one basis to provide intensive therapeutic activities and practical support to encourage them to think of themselves as individuals, often for the first time in their lives. The programme gives women the chance to ‘pause’ and take control of their lives, breaking the destructive cycle that causes them and their children deep trauma. To support this process they are encouraged to take Long Acting Reversible Contraception (LARC) during the intervention to create the space to reflect, learn and aspire.

#### Returning children to their birth/extended families

- 4.5 We will continue the work to consider and formally assess young people in terms of the viability of them returning to the care of their birth/extended families. This is a partnership arrangement with the NSPCC (**Taking Care Project**) through which young people will be considered and formally assessed in respect of the viability of them returning to the care of their birth/extended families over a two year period.
- 4.6 This programme is evidence based and not only strengthens the assessment and decision making process when deciding whether a child should return home but also informs how best to support children and families throughout the reunification process and after they have returned home. The LAC social workers have been fully trained in the process so that the intervention should become embedded practice and self-supporting. This in turn should reduce the drift that is a factor within the current care planning processes in the LAC service.

#### Supporting permanency through Adoption and special guardianship.

- 4.7 Rotherham has a commitment to offer the best opportunity for permanence for Looked After Children by ensuring that they are looked after by family, friends or established foster care placements, wherever possible and appropriate for the child.
- 4.8 Our intention, in line with DfE direction to **regionalise adoption services**, is to enter a joint venture along with Barnsley, Sheffield, Doncaster MBC and Doncaster Children’s Services Trust by a planned implementation date of June 2017. This creation of a South Yorkshire Adoption Agency will enable the pooling of resources in respect of assessments and availability of adoptive placements.



- 4.9 Special Guardianship Orders (SGO) offer the opportunity for family, friends or existing foster carers to give a permanent home to the child without the financial loss normally associated with adoption but without Social Care or Independent Reviewing Officer input associated with foster care offer permanency within a family setting therefore improving the opportunities for the best outcomes for the child. Special Guardianship Orders (SGO) offer continued therapeutic services support in line with specific needs. The intention is to increase the number of SGO's from 2017/18.

#### Placement commissioning and development

- 4.10 LAC are a particularly vulnerable group and are at high risk of social exclusion, health inequalities, inequalities in educational attainment and wider negative outcomes. We acknowledge that it is critical to ensure we place LAC in the most appropriate placement available and that we have a market available to meet those needs. Ensuring sufficiency of all placement types in and close to Rotherham is important across foster care and residential provision.
- 4.12 It is our intention that wherever possible, children and young people should be looked after in Rotherham in a family setting, placed with foster carers and in-house foster carers where these are available. In-house foster carers are able to offer placements at a lower cost than Independent Foster Agency placements. Reducing the overall costs of providing service to children and young people in care enables us to invest more in services to children and young people who are on the edge of care, and in preventative services.
- 4.13 The intention is to increase the number of Foster Carers in the local authority, but importantly, increasing this supply of capacity sufficiently to ensure more placement choice when matching children with fostering families. The initial aim is to increase the proportion of placements with local authority fostering from around 36% as of December 2016 to a forecast 67% in March 2021; an additional net 15 placements per year.
- 4.14 A revised **Foster Carer Payment Scheme along with appropriate support and development** was approved for implementation by the Children's Commissioner. The scheme was co-produced in partnership with the local foster carer consultation group. By investing in a well-trained and supported in-house foster care provision, the aim is to attract additional foster carers to Rotherham, especially for adolescents and large sibling groups, and to improve the retention and development of existing experienced carers. In addition, Rotherham will adopt one of the key practice principles set out in 'Putting Children First' so that foster carers will be actively involved in decisions about the children they are looking after. A target of 15 or more placements being secured per annum between 2016-19.
- 4.15 Independent Foster Agencies will continue to be an important provider in ensuring the sufficiency of accommodation for looked after children. Whilst in overall terms our intention is to reduce our current reliance on them, there will be a focus on working with them develop a sufficient local provision and to secure better value in terms of quality, price and outcomes. IFA's will continue to provide the Council with an important viable alternative to out of authority residential provision.
- 4.16 For some children and young people a residential placement will be the right option. We will continue to ensure sufficiency of residential placement whilst looking to reduce out of borough residential placements gradually over time so as not to remove a child from settled and successful placement.

#### Support around the child and carer

- 4.17 We are developing a cohesive interagency LAC provision between RDaSH CAMHS and RMBC Looked After and Adopted Children's Therapeutic Team. The two services continue to work closely together to develop collaborative approaches to best support the needs of this client group. The longer term approach is described at 5.17.
- 4.18 There has been a pathway and a clear threshold criterion established to identify when children and young people require support from LACCST or CAMHS. The emphasis of this provision focuses on keeping continuity of care of the child or young person with familiar clinician, with the aim of avoiding or minimising unnecessary transitions between the services.
- 4.19 As part of this overall offer the intention is to expand the **Rotherham Therapeutic Team (RTT)** commissioning clinicians to provide access to good quality and responsive wrap around therapeutic support to address the child's specific emotional and mental well-being needs. Targeted at in-house foster care and SGO's, the support to the child and carer will reduce the likelihood of a placement breakdown which often results in the use of more expensive placement provision and will lead to healthier emotional wellbeing and better outcomes. Pathways to CAMHS will be clear as will consideration of clinical risk and governance.
- 4.20 This support will be based on the 'team around the child' model where the carer and professionals will be supported to develop their skills, resilience and knowledge to respond in a confident, competent and consistent way to emerging issues by preventing escalation and disruption. It is forecast that the team could support up to 30 looked after children and their carers per year and contribute to reducing the number of placement disruptions. This stability in turn should support LAC to achieve better outcomes including in respect of their educational attainment.

## SOCIAL, EMOTIONAL AND MENTAL HEALTH

### CAMHS Transformation

- 4.21 The Future in Mind Report (FiM) was published in May 2015 and sets out a clear national ambition to transform the design and delivery of a local offer of services for children and young people with mental health needs.
- 4.22 Future in Mind describes an integrated whole system approach to driving further improvements in children and young people's mental health outcomes and is structured around 5 key themes:-
- Promoting resilience, prevention and early intervention.
  - Improving access to effective support – a system without tiers.
  - Care for the most vulnerable.
  - Accountability and transparency.
  - Developing the workforce.
- 4.23 In response to Future in Mind, Rotherham Clinical Commissioning Group jointly produced with Rotherham MBC and partners, the CAMHS Transformation Plan 2015 to 2019, which was a requirement for the release of the extra funding from NHS England.

### Promoting resilience, prevention and early intervention.

- 4.24 There will be a continued strong focus on promoting resilience, prevention and early intervention within the CAMHS Transformation Plan. This work will impact positively on Looked After Children, as it will enhance information, self-help approaches and

provide support that will prevent escalation into mental health treatment services. The key developments are as follows:

- Rotherham's primary and secondary schools have established SEMH partnerships. Schools will work together collaboratively and in partnership with each other, Early Help and CAMHS to achieve maximum impact and better outcomes for this vulnerable group.
- Following the implementation of the locality service the RDaSH CAMHS locality workers interface and provide support and advice to locality Social Care teams, GP Practice localities and locality Early Help teams, and work closely with schools.
- Rotherham MBC Public Health is leading on the development of a Rotherham Public Mental Health Strategy, which will include early intervention and prevention approaches for children and young people.

4.25 Over time it is intended that the local authority will incrementally decommission one of its pupil referral units and increasingly enable partnerships of schools to develop and commission more local, alternative solutions. Early indications are that this is beginning to reduce the number of fixed and permanent exclusions from secondary schools.

#### Improving access to effective support – a system without tiers

4.26 When children and young people do need support, we are focussing on an alternative to the 'Tiered' system and a 'one stop shop' model of provision. There are two local priority schemes which relate to this area and are as follows:

- We are developing a Single Point of Access (SPA) for CAMHS services. The SPA is currently operational within the CAMHS structure, but we are combining this with the RMBC Early Help Triage service. The CAMHS SPA will co-locate with the Early Help Triage service by mid-January 2017 and referrals will be directed to the most appropriate service as early as possible in the process.
- The Single Point of Access for mental health and early help referrals will ensure improved and targeted access to appropriate services. The main KPI associated with this scheme will be that 95% of referrals received by RDaSH CAMHS will either be accepted by the service or signposted to an appropriate service.

#### CARE LEAVERS ACCOMMODATION AND SUPPORT

4.27 We intend to reduce the number of young people placed within other local authorities. Permanent social housing tenancies are rarely available in other authorities so wherever possible and where it meets the longer term interests of our young people, we want them to be prepared for living independently within the community they are from and will inevitably return to.

4.28 Currently, Supporting People (SP) provides significant funding to our in-house provision (Hollowgate) and to 2 main voluntary sector providers of supported accommodation to 16-25 year olds. Hollowgate's funding will reduce by almost 50% over the next 2 years, potentially reducing capacity by the same proportion. The other 2 main providers of supported accommodation to 16-25 year olds will see a reduction of funded places from 68 beds to 28. Emergency and short term beds (12 in total) are not affected. A tender for the new funding will be released in 2017 which will accommodate the general population of 16-25 year olds including care leavers.

- 4.29 This presents a significant challenge. Over the past year, approximately 39 16/17 year olds were provided with accommodation through SP, mainly with 2 providers: Action and Rush House. This data needs refining to determine how many of these young people became or should have become looked after as a consequence of their homelessness. We will be clearer about how many young people will require accommodation provided by children's services if places through SP are no longer available. It will also determine whether a leaving care service should be provided at age 18, including the need for children's and young people's services to ensure that they continue to live in suitable accommodation after they have left the SP funded accommodation.
- 4.30 Given that the unit cost for support is c. £170 (rent is covered by HB), a place with an SP funded provider within the borough is generally preferable to a spot purchased private sector provider at a unit cost of £400 - £1,200+. Initial discussions with the 2 main providers (Action and Rush House) confirm that they would be open to being commissioned by Children and Young People's Services at the same rate and unit cost as current SP funding.
- 4.31 As corporate parents we understand that our aspirations for the future of young people leaving our care continues well into their adulthood. Transition pathways will offer continuity of support up to the age of 25, but we appreciate that we need to base our services on a whole life approach supporting them to stay healthy and independent at home and to deliver person centred care and support. We will be looking to build on strengths whilst they are in our care to develop their resilience, understanding that some vulnerabilities may be carried into adult life and as good parents we need to anticipate potential needs.

## 5. Management of the Market

### Commissioning Approach

- 5.1 Our aims over the period of this Strategy to address our key sufficiency challenges are underpinned by the following commitments:
- To invest in the right support at the right time for families
  - To enhance early help and preventative action
  - To support children and families so that fewer children come into care in the first place
  - To develop partnership working based on an asset based life journey approach
  - To further develop the in-house foster care service
  - To close the gaps in the provision of sufficient local placement accommodation so children and young people in care and care leavers are able to continue to live within or close to the Borough
  - To close gaps in support to children and young people once they are in care
  - To continuously improve the quality of care and support by robust market management and a 'one market' approach
- 5.2 The management of the market is fundamental in relation to how we will deal with and exceed our sufficiency challenge in Rotherham. A 'one market' approach will be our driver to ensure that children and young people are empowered to improve their life chances and are recognised for the skills and talents they have rather than the needs they present.
- 5.3 This asset based approach to commissioning will embrace both the in-house services and the external market to ensure we can offer choice, quality and value for money services in Rotherham, recognising that all top quality services have their place within one market. The benefits to the pooling and rationalisation of services in this way bring greater economies of scale, greater transparency and accountability and the ability to respond rapidly to provider failure.
- 5.4 Diversity brings choice, competition and innovation, and particularly by working with the voluntary and community sector, local knowledge and connections, trust and a relationship based approach. Relationships are at the heart of high quality commissioning and will be a key priority as the 'one market' in Rotherham is shaped and embedded.
- 5.5 The collection and effective use of accurate data as part of our commissioning process will ensure the 'one market' approach is informed, robust and responsive to changing market forces, cost and need. We will base our commissioning intentions and decisions on three data sources:
- Population Data- We will build our population data to support the fulfilment of our Sufficiency Duty and will allow us to predict the characteristics of the population, the duration of each individual child's case, the rate of the referrals, the size of the population and the level and cost of services required for each child. We will as a result develop a more person-centric approach to the utilisation of data
  - Costs Data - We will develop robust cost data across internal and external services based on a child's journey to ensure we are clear about the costs of commissioned services and to inform our developing approach to personal budgets.
  - Outcomes Data - We will collate and analyse data about the outcomes achieved by children and young people in order to measure and monitor

performance of commissioned services. This move to outcome based commissioning will mean we pay providers based on social outcomes rather than broader output measures. This will involve a shift of control to providers to undertake support and activities which they think will promote positive outcomes. This shift will foster innovation as providers find new ways of delivering high quality services for children and young people in Rotherham.

- 5.6 The commissioning of services based on a 'one market' approach subsequently will be underpinned by robust local data. In addition to effective use of data commissioning will further embed the Quality Benchmarking Assessment Framework which is used as a tool to improve the monitoring of the quality of the services provided. This tool has also been designed to help us to work together to improve the services for Children and Young People in Rotherham and to build good working relationships with providers which in turn will provide a robust line of sight across the child's journey through transition to adulthood. This benchmarking tool will enable self-assessment and support improvement.
- 5.7 The Quality Assessment Framework informs whole market areas for improvement which are in turn collaboratively addressed by Service Improvement Partnerships with providers with a particular focus on Fostering and Residential Care. The Service Improvement Partnerships are excellent examples of a collaborative approach to the improvement of services based on evidenced monitoring and review, enabling the sharing of good practice, workspace and learning and development opportunities.

## **INDEPENDENT RESIDENTIAL PROVISION**

### **Collaborative Regional Working**

- 5.8 Rotherham Council are members of the White Rose consortium, a collaborative framework which now involves all authorities across Yorkshire and Lincolnshire (with the exception of North Yorkshire). Rotherham participates in their frameworks for the provision of independent residential placements, Post 16 placements and SEN placements. There is an intention to continue this regional collaboration to strengthen market options and choice.

### **Strategic Partnerships**

- 5.9 Residential placement numbers are expected to be small and needs diverse so subsequently the intention is not to provide in-house residential care. A Strategic commissioning review determined this position which was further compounded by concerns in relation to quality and the ability to sustain improvement to the standards we now expect. We will develop strategic partnerships with independent providers to ensure that Looked After Children can be cared for in Rotherham to mitigate against high risk of social exclusion, health inequalities, inequalities in educational attainment and wider negative outcomes.



## 6. Voice of the Child

- 6.1 The views, opinions and feedback of looked after children are sought regularly across services. Children and young people are given the opportunity to provide their views before their annual reviews are held LAC Reviews; Independent Visitors and Advocates are available to help with concerns of Looked After Children and care leavers ensuring that their views and feelings are heard. Views are also captured through lifestyle surveys and learning is taken from complaints and compliments.
- 6.2 The Council places young people at the heart of inspecting services delivered to children and young people through our highly commended 'Young Inspectors' scheme which was established to make sure services are meeting quality standards and that the voices of children and young people are listened to and acted upon. Young people who are in care or leaving care (11 to 18 years old) also hold regular meetings of the LAC Council to have their say about the things that affect them and to work together to influence positive decisions to improve the lives of young people living in care in Rotherham.
- 6.3 The balance of the listening and action is on an individual child level. Our next phase is to ensure that views, opinions and feedback are more systematically collected, that we capture intelligence that can be used to influence the commissioning of services, and that we encourage participation of children and young people in their design and continuous improvement.
- 6.4 The intention is that we redistribute power within our social care system by connecting life experiences to strategy. We will co-produce and co-design strategy and services with children and young people. We will work to gain the children and young people's trust and take the time to create safe and stimulating spaces to enable their voices to be heard.
- 6.5 The approach we will take to co-producing with our stakeholders is two-fold:
- Participation in service design/ redesign and
  - Hearing their voice in the everyday experience of the service
- 6.6 For all future commissioning it is imperative to work with all stakeholders throughout the design process in order to develop the right services in the right way.
- 6.7 What we will do throughout the life of the service is gather qualitative and quantitative data around our stakeholders experiences using this as a tool for continuous improvement. We will use this data to clearly define any problems or issues that emerge and will seek solutions. The intelligence we gather will be systematically used to inform future commissioning.
- 6.8 Effective commissioning is critical to successful delivery of the sufficiency strategy and as part of that the participation and engagement of children and young people in co-production, design and the continuous improvement of value for money services

## 7. Impact of this Strategy

- 7.1 This document has looked at Rotherham and the challenges faced in meeting our sufficiency duty. Strategic priorities have been identified and actions and interventions proposed, that when implemented will mean we are better placed to meet our Sufficiency Challenge and deliver a financially sustainable Children's Services. The outcome of the strategy will be to safely and appropriately reduce the number of young people requiring care by the local authority.
- 7.2 Our intention is to develop a range of preventative and support services/ interventions, some of which have required investment to facilitate the reduction in numbers and deliver the necessary cost reductions and improved outcomes.
- Supporting children and young people on the 'edge of care' to stay at home
  - Returning children to their birth/extended families when safe to do so
  - Supporting permanency through Adoption and special guardianship
  - Placement commissioning and development
  - Support around the placement to meet the individual needs of the child/young person and carer (including SEMH needs)
- 7.3 By 2021 we expect that the interventions will safely reducing the number of LAC to around 399 (closer to the statistical neighbour average of 64 per 10,000 population i.e. 360). The planned reduction in the number of looked after children is expected to result in a net reduction of 61 placements; 4 in 2017/18; 13 in 2018/19; 22 in 2019/20; and 22 in 2020/21.
- 7.4 We will track the effectiveness of the interventions and investments in contributing to safely and appropriately reducing the number of children and young people requiring care by 61 placements and the cost reductions. We will establish a number of key measures which will help us to understand whether we are making a difference amongst which will be:
- The Number and rate of LAC
  - Comparison with statistical neighbours and England average (rate per 10,000)
  - Reduction in overall placements costs
  - Reduction of placement disruption to at or below national average.
  - Increase in placement stability and decrease placement disruption
  - Increased permanency – adoption and special guardianship
  - A changed composition of placements over time to increase the share of in-house foster care provision, have sufficient numbers of independent foster agencies and residential placement provision in the local area.
- 7.5 Throughout the life of this document we will continue to work with our children in care, care leavers and key partners to develop our plans and priorities. We believe it is important that this Strategy remains a 'live' document. The strategy itself will be updated annually but will have a key mid-term review in 2018 to ensure that the Strategy remains as relevant in 2020 as it is now.
- 7.6 This strategy will be supported by a transformational commissioning action plan. There will be quarterly reviews and oversight from our Corporate Parenting Panel. It will be owned and implemented by all professionals and partner organisations working with children, young people, their parents and carers.



7.7 Regular reports and monitoring of progress will be made to the CYPs Directorate Leadership Team, the Children's Improvement Board, the RCSB and to our Elected Members and Commissioners to ensure the following:

- A Quarterly Report on the progress of our performance measures and analysis of our progress
- Implementation of Sufficiency Strategy Action Plan
- A robust Sufficiency Performance Dashboard and quality assurance system reporting on how much we do, how well we do it and what difference it makes in terms of whether anyone is better off.
- An Annual Report which reflects evidenced outcomes
- An annual consultation with Children in Care to review progress and discuss key issues and aspirations for improvement

DRAFT

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**Friday, 3rd February, 2017**

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

Apologies for absence:- Apologies were received from Councillors Mallinder, Price and Julie Turner.

**82.           DECLARATIONS OF INTEREST**

Councillor Allcock declared a pecuniary interest in Minute No. 86 (Amendments to the Housing Allocations Policy) on the grounds of being a Council tenant.

**83.           QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

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

**84.           MINUTES OF THE PREVIOUS MEETING HELD ON 13 JANUARY 2017**

**Resolved:-** That the minutes of the meeting held on 13<sup>th</sup> January, 2017 be approved as a correct record of proceedings.

**85.           BUDGET AND COUNCIL TAX 2017-18**

Consideration was given to the report presented by Councillor Read, Leader of the Council, and Judith Badger, Strategic Director for Finance and Customer Services, that proposed the Council's Budget and Council Tax for 2017/18 based on the outcome of the Council's Provisional Local Government Financial Settlement, budget consultation and the consideration of Directorate budget proposals through the Council's formal Budget and Scrutiny process (Overview and Scrutiny Management Board) alongside a review of the financial planning assumptions within the Medium Term Financial Strategy.

This Budget incorporated over £10m of additional investment in Children and Young People's Services, of which £5.7 m was from reserves. In addition, there was also over £3m of additional direct investment in Adult Social Care alongside indirect budget increases resulting from increased costs of current service provision. It would enable the reinstatement of the Joseph Rowntree Foundation Living Wage rate from April, 2017 for the Council's own staff and would also provide £100k funding to help to partially mitigate the impact of Welfare Reform on the most vulnerable and the capital investment plans from the Capital Programme.

In setting the proposed 2017/18 Budget, Cabinet were being asked to recommend to Council an increase of 1.99% in the Council's basic Council Tax and a further 3% increase for the Adult Social Care precept;

a combined increase of 4.99% for 2017/18.

Although this report contained proposals to balance the revenue budget for 2017/18, further work needed to be undertaken to bring forward proposals for future years to enable the Council to establish a clear and sustainable financial plan which addressed the estimated £42m financial gap that remained over the next two years (2018 to 2020).

The Budget would provide resources to support and enable the delivery of the specific savings included within this report and to assist with the development and delivery of the further £42m savings that were required over the next two financial years and should be sustainable moving forward.

This report also provided feedback from both public and partners in relation to the budget proposals that were published on the Council's website for consultation until 3rd January, 2017.

Clarification was sought on a number of areas through Members' questioning and were summarised as:-

- The reviewing and developing of existing services and the need for additional information.
- Supporting adults with disabilities and older people and their carers to be independent and resilient.
- Impact of changes to ordinary prescriptions on older people.
- Expectations and perceptions of public services.
- Service by service approach.
- Delivery and associated costs with asset based community approaches.
- Modernisation and exploration of different delivery models such as shared services and partnering arrangements and the likelihood of this happening.
- Adoption of a more commercial approach to service delivery and the need for transparent robustness with any submitted business plan to Members.
- Drivers for growth and skills and programmes through the Sheffield City Region, including the Brokerage Scheme for Employers, Skills Council and H.E. Campus in Rotherham.
- Encouraging investment into the region.
- Council tax calculations, including the increase in the precept by 1.97% for the Fire and Rescue Authority when fire appliances were being reduced.
- Shared services and resource partnerships.
- Community asset transfer and commercial activity.
- Changes to staff terms and conditions of employment and delivery of the savings.
- Replenishment of reserves and maintaining the value over the medium term.

- Formal consultation and engagement in the budget process.
- Review of the district heating charges and proposals to come forward.
- Investments and review of networking equipment, server equipment and storage area network.
- Use of mobile devices and remote working.
- Monitoring of performance against the budget and the challenges facing Local Authorities.
- Becoming a smaller, more efficient, more connected organisation.

**Resolved:-** (1) That the report be received, the contents noted and the report progress to the Cabinet and Commissioners' Decision Making Meeting.

(2) That a further report be submitted to the Board on consultation and an early commencement of the budget consultation process for 2018/19.

(3) That the Overview and Scrutiny Management Board receive further reports on commercialisation and how this could be progressed.

(4) That Councillors and Officers be thanked for their hard work in the budget process and in the development of the budget for 2017/18.

#### 86. **AMENDMENTS TO THE HOUSING ALLOCATIONS POLICY**

Consideration was given to the report presented by Councillor Beck, Cabinet Member for Housing, supported by Sandra Tolley, Housing Options Manager, which detailed the proposed amendments to the Housing Allocations Policy, following a period of review and consultation, and which would come into force from 1<sup>st</sup> May, 2017.

Six amendments were recommended which aimed to increase tenancy sustainability, take into account lessons learned over the past twelve months, changes brought about by the Welfare Reform and Work Act 2016, give priority to under thirty-five year olds and to prepare for the Homelessness Reduction Bill.

The details of the amendments, as set out in the report, and the rationale behind each one were shared with Board Members.

**Resolved:-** That the report be received, the contents noted and the report progress to Cabinet and the Commissioners' Decision Making meeting for approval.

(Councillor Allcock declared a pecuniary interest in Minute No. 86 (Amendments to the Housing Allocations Policy) on the grounds of being a Council tenant)

(THE CHAIRMAN AUTHORISED CONSIDERATION OF THE FOLLOWING ITEM FOR A PRE-SCRUTINY DECISION PRIOR TO CONSIDERATION BY THE CABINET AND COMMISSIONERS ON THE 13TH FEBRUARY, 2017)

**87. PROPOSAL TO PERMANENTLY REMOVE PUBLIC PHONE BOXES IN THE BOROUGH**

Consideration was given to the report presented by Bronwen Knight, Planning and Building Control Manager, which detailed how British Telecommunications had proposed the removal of forty-eight public telephone boxes around the Borough which they considered to be no longer viable to maintain in use.

Under Ofcom guidance the Council was required to undertake a two stage public consultation on the proposal. After considering comments, raised from the consultation process, the Council would provide a final decision on any telephone boxes which it was in agreement with that British Telecommunications could then remove or any which it considered should remain in active use for public calls.

The Council having undertaken consultation and was now in agreement to the removal of twenty-five of the forty-eight phone boxes. Twenty-three were proposed for retention for public calls under the local veto, the details of which were set out as an appendix to the report.

Discussion ensued on the consultation process, response rate to the consultation, alternative uses for telephone kiosks and the discussions taking place about housing defibrillators, consultation with Parish Councils, the criteria adopted in line with Ofcom guidance and the use of "local veto" by the Council.

**Resolved:-** That the report be received, the contents noted and the report progress to the Cabinet and Commissioners' Decision Making Meeting for approval.

**88. DATE AND TIME OF NEXT MEETING**

**Resolved:-** That a further meeting be held on Friday, 17th February, 2017, at 9.00 a.m.