



CABINET AND COMMISSIONERS' DECISION MAKING MEETING

Monday, 12 March 2018

10.00 a.m.

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

Cabinet Members:-

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

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

Commissioners:-

Lead Commissioner Mary Ney
Commissioner Patricia Bradwell
Commissioner Julie Kenny

CABINET AND COMMISSIONERS' DECISION MAKING MEETING

Venue: Town Hall, The Crofts,
Moorgate Street,
Rotherham. S60 2TH

Date: Monday, 12th March, 2018

Time: 10.00 a.m.

A G E N D A

1. Apologies for Absence

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

2. Declarations of Interest

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

3. Questions from Members of the Public

To receive questions from members of the public who wish to ask a general question in respect of matters within the Council's area of responsibility or influence.

Subject to the Chair's discretion, members of the public may ask one question and one supplementary question, which should relate to the original question and answered received.

Councillors may also ask questions under this agenda item.

DECISION FOR COMMISSIONER BRADWELL

4. Proposals for consultation on the implementation of the Early Help Strategy: Phase Two & Phase Three (Pages 1 - 43)

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

Cabinet Member: Councillor Watson (in advisory role)
Commissioner: Bradwell

Recommendations:

1. That an extensive 90 day consultation period (60 day public and 30 day Staff) on the proposed implementation of Phase Two and Phase Three

of the Early Help Strategy 2016-2019 be approved.

2. That the proposed timeline for consultation and implementation of the Early Help Strategy Phase Two and Phase Three, as set out at paragraph 6.1 of this report, be approved.
3. That a further report comes back to the Commissioner in October 2018 with recommendations following the consultation.

DECISIONS FOR CABINET

5. Council Plan 2017/18 Quarter 3 Performance Report (Pages 45 - 118)

Report of the Assistant Chief Executive

Cabinet Member: Councillor Alam

Commissioner: Ney (in advisory role)

Recommendations:

1. That the overall position and direction of travel in relation to performance be noted.
2. That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
3. That the performance reporting timetable for 2017/18 be noted.

6. Fees and Charges 2018-19 (Pages 119 - 191)

Report of the Strategic Director of Finance and Customer Service

Cabinet Member: Councillor Alam

Commissioner: Ney (in advisory role)

Recommendation:

That the Council's fees and charges for 2018/19 be approved.

7. New Applications for Business Rates Discretionary Relief (Pages 193 - 199)

Report of the Strategic Director of Finance and Customer Service

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

Recommendations:

That 20% discretionary top up rate relief is awarded to the organisations listed in Section 2 of this report.

8. Refreshed Health and Wellbeing Strategy 2018 - 2025 (Pages 201 - 243)

Report of the Strategic Director of Adult Care, Housing and Public Health

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

Recommendation:

That Cabinet endorse the refreshed Health and Wellbeing Strategy for 2018 – 2025.

9. Recommendations from Overview and Scrutiny Management Board

To receive a report detailing the recommendations of the Overview and Scrutiny Management Board in respect of items that were subject to pre-decision scrutiny on 7 March 2018.



SHARON KEMP,
Chief Executive.

Public Report
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Name of Committee and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 12 March 2018

Report Title:

Proposals for consultation on the implementation of the Early Help Strategy: Phase Two & Phase Three

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

Yes

Strategic Director Approving Submission of the Report:

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

Report Author

David McWilliams, Assistant Director – Early Help & Family Engagement
01709 823880 or david.mcwilliams@rotherham.gov.uk

Ward(s) Affected

All

Summary

The Early Help Offer is an essential element of Rotherham's Improvement Plan. It is designed to meet the needs of children, young people and families swiftly, when problems first emerge and to prevent the escalation of issues and the requirement for more costly statutory intervention.

The Rotherham Early Help Offer was launched in January 2016 introducing new systems and processes and creating integrated locality teams from a range of previously separate services and professional disciplines.

Working Together to Safeguard Children (2015) sets out the statutory requirement for Early Help services.

A review of Ofsted Inspection findings of services for children in need of help and protection, children looked after and care leavers suggests that, effective high-performing children's social care is always accompanied by a high quality Early Help Offer. (What do good early help services look like? RMBC (2016).

The successful implementation of Phase One of the Early Help Strategy has delivered £1.2 million in savings to date. This report is concerned with the permission to consult on the proposals for the implementation of Phase Two and Phase Three of the Early Help Strategy, which will deliver savings of around £500k over the next two financial years by redesigning services and introducing a borough wide Intervention Hub to deliver a more sustainable and cost efficient service in the future.

- Phase One of the Early Help Strategy introduced;

New governance through; the Children and Young people's Strategic Partnership (CYPSP), the Local Safeguarding Children Board (LSCB) the Member led Early Help Review Board, the partner led Early Help Steering Group and new systems and processes to ensure swift access to support through; the Request for Support, the Early Help Assessment (EHA) and the first phase of integration of previously separate professional disciplines and services into integrated Early Help locality teams.

- Phase Two of the Early Help Strategy (2016-19) describes;

"Phase Two will see a whole service delivery redesign; developing new job roles and more efficient and effective ways of working to embed a shared responsibility across the partnership for meeting the needs of families earlier. We will build on our achievements in phase one and refine our Early Help Offer through further integration and service redesign with our partners and stakeholders."

- Phase Three of the Early Help Strategy (2016-19) describes;

"Phase three will ensure that our early help offer is sustainable. The Council will work in partnership to explore the potential for all-age family integrated services and look at innovative ways to reshape our existing buildings and centres into all age delivery points in localities and communities. The local authority will review its staffing structures and seek to reduce our management capacity as the early Help offer becomes further embedded across the wider early help partnership."

This report provides; the Guiding Principles for the consultation on the proposals for the implementation of Phase Two and Phase Three of the Early Help Strategy (Appendix A), the approved savings considered at Overview and Scrutiny Management Board on 14th December 2017 and the timeline for consultation and proposed implementation in February 2019.

Recommendations

1. That an extensive 90 day consultation period (60 day public and 30 day Staff) on the proposed implementation of Phase Two and Phase Three of the Early Help Strategy 2016-2019 be approved.
2. That the proposed timeline for consultation and implementation of the Early Help Strategy Phase Two and Phase Three, as set out at paragraph 6.1 of this report, be approved.
3. That a further report comes back to the Commissioner in October 2018 with recommendations following the consultation.

List of Appendices Included:

Appendix A – The Guiding Principles for the Early Help Whole Service Review
Appendix B – Equality Analysis
Appendix C – Building Proposals

Background Papers

Cabinet Report. Early Help Strategy: Phase Two, Whole Service Review: 10th July 2017.
Rotherham's Early Help Strategy: 2016-2019.
Rotherham Plan, A New Perspective 2025.
What do good early help services look Like? 2016.
The Children and Young People's Plan, 2016-2019.
Family Hubs, A Discussion Paper, The Children's Commissioner, 2016.
Rotherham: a Child-Centred Borough, Cabinet Report, June 6th 2016.
The Cost of Late Intervention, Early Intervention Foundation (EIF), 2016.
Childcare Act 2006.
RMBC Ofsted Monitoring Visit letter: 13th March 2017.
DfE Sure Start Children's Centre Statutory Guidance (April 2013).
Early Intervention: The Next Steps, 2011.
Working Together to Safeguard Children: 2015.
Ofsted Inspection Report, January 2018.
Review of the Youth Justice System in England & Wales. December 2016.
Education Inspections Act 2006.

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Overview and Scrutiny Management Board – 7 March 2018

Council Approval Required:
No

Exempt from the Press and Public:
No

Proposals for consultation on the implementation of the Early Help Strategy: Phase Two & Phase Three

1. Recommendations

- 1.1 That an extensive 90 day consultation period (60 day public and 30 day Staff) on the proposed implementation of Phase Two and Phase Three of the Early Help Strategy 2016-2019 be approved.
- 1.2 That the proposed timeline for consultation and implementation of the Early Help Strategy Phase Two and Phase Three, as set out at paragraph 6.1 of this report, be approved.
- 1.3 That a further report comes back to the Commissioner in October 2018 with recommendations following the consultation.

2. Background

- 2.1 The publication of the Graham Allen report, Early Intervention: the next steps, (2011) and the subsequent creation of the Early Intervention Foundation (EIF), has led to a growing body of evidence which makes the case for Early Intervention and prevention. The evidence shows that outcomes are better for children and young people if agencies intervene earlier; that working with the whole family is the most effective approach to achieving sustained outcomes and that effective Early Help yields cost benefits across public services including; adult social care, the criminal justice, health and welfare systems. The Cost of Late Intervention, EIF (2016).
- 2.2 The statutory guidance, Working Together to Safeguard Children (2015), sets out the requirements for Early Help Services, stating;

Local areas should have a range of effective, evidence-based services in place to address assessed needs early. The Early Help offer should draw upon the local assessment of need and the latest evidence of the effectiveness of early help and early intervention programmes. In addition to high quality support in universal services, specific local early help services will typically include family and parenting programmes, assistance with health issues and help for problems relating to drugs, alcohol and domestic violence. Services may also focus on improving family functioning and building the family's own capability to solve problems; this should be done within a structured, evidence-based framework involving regular review to ensure that real progress is being made.

- 2.3 The guidance in Working Together to Safeguard Children (2015) makes it clear that all local agencies should work together to support children and families. As such, a strong Early Help Offer can be a key enabler for integrated working at a neighbourhood level across all ages.
- 2.4 Rotherham's Early Help Offer was launched on the 18th January 2016. This followed a restructure in October 2015 when a new management team was established and a number of previously separate services and professional disciplines were brought together to form integrated, multi-disciplinary, Early Help Locality Teams.

2.5 The vision for Early Help in Rotherham was co-produced with partners and staff. The vision describes;

- “All agencies working together to ensure children, young people and families have their needs identified early so that they can receive swift access to targeted help and support.”

2.6 The Early Help Strategy is aligned to the Rotherham locality and neighbourhood based approach captured in;

The Rotherham Plan, A New Perspective 2025, the Building Stronger Communities Strategy, the work being undertaken through the Council's Thriving Neighbourhoods Programme Board, the Safer Rotherham Partnership Building Confident and Cohesive Communities work stream, South Yorkshire Police Neighbourhood Policing model and the principles of the Rotherham Place Plan Board, Rotherham Place Plan Delivery Team and the Rotherham Children and Young People Transformation Group.

2.7 The development of Rotherham's Early Help Offer and Strategy is intrinsically linked to the Children's Services improvement journey, the delivery of a three year savings and efficiencies programme to contribute to the Council's approved savings. Clear progress of improvements and impact can be tracked and evidenced since the launch of the Early Help Offer in January 2016.

2.8 In April 2016 an Ofsted Improvement Visit noted:

‘All staff spoken to, while feeling the pain of change, are incredibly committed, enthusiastic and excited about the changes. All have seen the integration of teams and the Ofsted process as a learning experience and opportunity to improve the lives of children in Rotherham, which was heart-warming’. There is evidence staff have been and continue to be consulted on the transformation programme and while anxious about their jobs and what it means for them, remain on the whole positive.’

2.9 In February 2017, an Ofsted Monitoring visit noted:

- *The implementation of multi-disciplinary locality teams is leading to improved coordination of early help support to families by the local authority.*
- *There is much evidence of children's circumstances improving as a result of the early help being provided.*
- *There are also some positive examples of very timely intervention and support for families, who have an allocated worker within one of the locality teams.*

2.10 In the ten month period between the Inspection Visit and the Monitoring Visit the feedback from Ofsted notes the rapid and sustained progression of the Early Help workforce. There is a notable shift in the emphasis of the feedback from the *'commitment and anxieties of staff'* in the new locality teams, towards a focus on the positive impact and quality of the Early Help Offer.

2.11 The Ofsted Re-inspection of services for children in need of help and protection, children looked after and care leavers report, published January 29th, 2018 noted;

- *Services to children in need of help and protection are now good.*
- *The early help offer has undergone considerable transformation so that there is now a shared strategic ownership and ambition with partners. The local authority, with its partners, revised and relaunched its new early help assessment, and has worked to support partners in completing these.*
- *Families benefit from a broad range of early help services, which are becoming more integrated with social care. This facilitates an improved and seamless delivery of services to children and their families.*
- *There is a wide range of accessible and good-quality early help services delivered through locality teams, youth services, children's centres and the troubled families offer. Early help locality teams are now co-located with social care and partners across the borough. This is improving communication and the delivery of responsive interventions and services in local communities. Resources and interventions delivered are informed by intelligence gathered from the top five issues identified from referrals to social care. For example, help is appropriately focused to provide parenting support and targeted help such as counselling, attachment based family therapy and multi-systemic therapy. Feedback from families, schools and partners of the local authority demonstrates that early help is making a difference, and that families feel supported at this lower level.*
- *Partner agencies are now undertaking assessments, demonstrating their growing confidence in the arrangements. Inspectors saw some very effective work with children and families.*
- *Partners have grown in confidence in completing early help assessments.*
- *Arrangements for stepping cases up to social care or down to early help are robust, and are supported through weekly management meetings.*

3. Key Issues

- 3.1 To ensure that the Early Help Service is able to respond to the increasing demands being placed upon Children's and Adults Social Care and the changing needs of children, young people and families, there is a need to further integrate the professional disciplines and job roles within the Early Help service to better reflect; whole family working, and to create better opportunities for staff development, progression and retention.
- 3.2 The proposals for Phase Two and Three of the Early Help Strategy will ensure that Early Help Practitioners and managers have the right skills mix to respond to the needs of families and that the workforce is supported with the right levels of management support and oversight.
- 3.3 The proposed re-designed services will also deliver an Early Help workforce with the skills and capacity to complement and support partners and stakeholders who share responsibility for meeting the needs of children and families across the borough.
- 3.4 The Early Help Offer is currently delivered through a mixed economy of universal, targeted and outreach work, with staff based in locality offices on a range of sites across the borough and delivery taking place in Youth Centres, Children's Centres, Schools and Community buildings. The Early Help Offer needs to be delivered in a way that strengthens partnership and neighbourhood working and is targeted appropriately to support Rotherham's most vulnerable children, young people and families.
- 3.5 The proposals to further integrate staff within the Early Help Locality Teams are informed by; the Guiding Principles, (Appendix A), that were co-produced with staff and agreed at the 10th July 2017 Cabinet Meeting, an analysis of workflow and demand since the Early Help Offer was launched in January 2016 and feedback from service users, Peer Reviews and Ofsted Monitoring and Inspection visits.
- 3.6 An analysis of performance data and feedback from Exit Surveys (completed by families after receiving an Early Help intervention) informs the rationale for the proposed distribution of resources and staff within the three geographical boundaries of North, South and Central. The redistribution of resources will maximise the opportunities to work more collaboratively with a wider range of RMBC services and key partner agencies including; Schools, Health, South Yorkshire Police (SYP) and the Voluntary and Community Sector (VCS).
- 3.7 The proposed re-design will provide targeted, evidenced based interventions through a variety of delivery points and negotiated spaces, (Community buildings, Youth Centres and Children Centres) relevant to the diversity of the community and will be flexible enough to meet changing patterns of current and future demand, not fixed or bound to buildings that are no longer fit for purpose to deliver outstanding outcomes for children, young people and families in Rotherham.

- 3.8 The proposals include savings to be approved through the rationalisation of a range of properties. The buildings identified at 4.10 and 4.13 of this report are subject to the current operational property review being undertaken by the Asset Management Service and will be reported and tracked through the Asset Management Board.
- 3.9 Property related savings will be accounted for as part of the £1 million approved savings requirement, CCR2, which covers the corporate review of land and property, linked to service reviews and localities; (£1m over two years, 2017/18 and 2018/19 from reducing property).

4. Summary of options considered and recommended proposal

- 4.1 The following summary captures the key changes proposed.
- 4.2 The development of locality Family Hubs, (Early Help Team bases with staff co-located alongside RMBC services, social care and health partners) providing delivery points for a Children Centre Offer, a Youth Offer and the 0-19 Health Offer. The commitment to explore the development of Family Hubs is an objective within Phase Three of the Early Help Strategy and is informed by the rationale contained within; Family Hubs, A Discussion Paper, The Children's Commissioner, October 2016.
- 4.3 The introduction of a borough wide Intervention Hub. This will expand upon the current evidenced based programmes used by Early Help practitioners across the borough to achieve better and more sustained outcomes for children, young people and families in Rotherham.
- 4.4 An expansion of the Family Group Conferencing (FGC) and Edge of Care (EoC) provision to ensure that children and families receive high quality, cost effective interventions.
- 4.5 A reduction in the number of Heads of Service posts from four to three.
- 4.6 The creation of two Early Help Service Manager Posts to match the current structures within Children's Social Care and to offer better career development opportunities for M2 and M3 Managers.
- 4.7 Greater integration of the Youth Offending Team, bringing interventions into localities so that young offenders are integrated more effectively into their communities and enhancing the multi-agency response from Education, Schools and social care. This is in line with the recommendations of the Taylor Review of the Youth Justice System in England & Wales December 2016.
- 4.8 A proposed reduction in the number of registered Children Centres from 12 to 9, whilst ensuring the Children Centre Offer within the locality is retained by delivering universal and targeted services from a range of sites better suited to the needs of families. (Appendix C).

4.9 DfE Sure Start Children's Centre Statutory Guidance (April 2013) states;

A children's centre should make available universal and targeted early childhood services either by providing the services at the centre itself or by providing advice and assistance to parents (mothers and fathers) and prospective parents in accessing services provided elsewhere.

The statutory definition of a children's centre states that;

Children's centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas.

4.10 The proposed Children Centres in scope are;

- Park View (Central Locality)
- Broom Valley (Central Locality)
- Wath Victoria (North Locality)

4.11 A proposed reduction in the number of Youth Centres and Early Help Team bases from eleven to six. (Appendix C).

4.12 The Statutory Guidance, Section 507B of the Education and Inspections Act 2006. States that;

It is therefore local authorities' duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being. This includes youth work and other services and activities that:

- a. Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives;
- b. Offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust;
- c. Support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination;
- d. Improve young people's physical and mental health and emotional well-being;

- e. Help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training; and
- f. Raise young people's aspirations, build their resilience, and inform their decisions – and thereby reducing teenage pregnancy, risky behaviours such as substance misuse, and involvement in crime and anti-social behaviour.

4.13 The proposed Youth Centres and Team Bases in scope are;

- Herringthorpe (Central Locality)
- Treeton (South Locality)
- Kiveton (South Locality)
- Maltby Linx (South Locality)
- Swinton (North Locality)

5. Consultation

- 5.1 A robust 90 day consultation (60 day Public, followed by 30 day Staff) will involve meetings with all staff as well as formal communication via letter and the offer of individual support through Human Resources (HR) and Early Help managers. The consultation will involve the Trade Unions and will be delivered through a combination of public meetings, online surveys and use of existing fora, for example Children Centre Advisory Panel. This consultation will seek the views of; parents, young people, Members, partners, stakeholders, professionals and members of the community through a series of consultation events across the borough. There will also be a dedicated Twitter account [#earlyhelpconsultation2018](#) and an email account earlyhelp.consultation@rotherham.gov.uk for Frequently Asked Questions (FAQs).
- 5.2 Consultation on the proposed Implementation of Phase Two and Three will be undertaken in line with the Vision and Objectives set out in the Early Help Strategy 2016-2019, the Co-produced Guiding Principles (Appendix A) and the Cabinet Report; Early Help Strategy, Phase Two, Whole Service Review: 10th July 2017.
- 5.3 The consultation process and co-production of Rotherham's Early Help Offer has been ongoing since November 2015. In developing Rotherham's Early Help Strategy 2016-19, a significant consultation was undertaken during Autumn and Winter 2016/17 with; children and young people, staff, Voluntary and Community Sector, the Children and Young People's Strategic Partnership, Health and Wellbeing Board, Local Safeguarding Board, Safer Rotherham Partnership, Early Help Steering Group, Early Help Review Board, Department for Communities & Local Government, Troubled Families Unit, Sheffield City Council, Department for Education, Practice Improvement Partner (Lincolnshire County Council) and all Rotherham Ward and Parish Councillors.

- 5.4 In 2014 a public consultation took place to understand demand in relation to the Council's Children Centre Offer. The findings of the consultation were considered by Cabinet on 18th June 2014. The major concern raised during this consultation was that additional travel would be required as a result of closing centre buildings and this might reduce the number of families accessing the Children Centres. The report further noted that local authorities are not required to provide a Centre building in walking distance. However, they are required to provide access to services locally. There is a need to undertake a new public consultation due to the period of time that has passed since 2014, and also to ensure that the public understand the local offer in the context of the current Early Help Offer, which did not exist in 2014.
- 5.5 In addition, opportunities will be made available throughout the consultation period to visit Children Centres in Lincolnshire as part of the Practice Improvement Partner arrangement to inform the final recommendations.
- 5.6 In March 2016, a Youth Service Consultation took place involving all existing centres, all schools, uniformed provision, the Voluntary and Community Sector, the Youth Cabinet and a bespoke YouTube consultation video was produced supported by a social media campaign on Twitter (#TheBigYouthConversation). 897 young people responded to the consultation and findings were shared with the Early Help Review Board and Early Help Steering Group. The majority of young people who responded did not visit Council youth centres. However, more than 60% of young respondents felt that it was 'very important' or 'important' to keep Youth Centres in Rotherham.
- 5.7 Throughout November and December 2016, the Early Help Senior Leadership Team undertook a series of staff and partner engagement events, creating opportunities through 'structured conversations' to further shape the development of the Early Help Offer in Rotherham.
- 5.8 In March 2017 the extended Early Help Management Team attended a workshop on Phase Two of the Early Help Strategy and to co-produce the Guiding Principles (Appendix A).
- 5.9 It is proposed that formal consultation on the final proposals for the new service delivery model, service structure and job roles will commence in April 2018 and run for 90 days.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The table below sets out a high level timeline for the new structure to be in place from February 2019 Trade Unions have been updated monthly as a Standing Item at the Children and Young People Services Trade Union Meeting.

1.	Cabinet Report: Early Help Strategy: Phase Two & Phase Three implementation.	12 th March 2018
2.	Public consultation (60 days) Staff 30 days (90 days inclusive)	9 th April – 6 th July 2018
3.	Cabinet Report: Early Help Strategy: Phase Two & Phase Three implementation.	October 2018
4.	New structure implementation.	February 2019

7. Financial and Procurement Implications

- 7.1 Children's Services budgets remain under pressure due to increasing demand resulting in a forecast outturn overspend for 2017/18. The Early Help Service has helped to partially mitigate this position through stringent vacancy controls and robust budget monitoring processes. Further management actions to reduce the budget pressure are being developed by the Directorate.
- 7.2 The Early Help service achieved savings of £501k in 2016/17 and £421k in 2017/18.
- 7.3 The Budget and Council Tax 2018-19 report approved by Cabinet on 19th February and to be considered by Council on 28th February includes further savings from the implementation of the Early Help Strategy. £205k part-year savings are included in the 2018/19 budget and full-year savings of £380k are included in the 2019/20 budget (both savings figures include the £30k saving related to the troubled families programme). On the basis of the timetable in paragraph 6.1 above, these savings will be realised in full from February 2019 and it is anticipated that £59k of the £205k saving will be achieved in 2018/19. The remaining £146k will be met from continued vacancy savings from the current Early Help staffing structure.
- 7.4 The full year savings to be achieved in 2019/20 from the Early Help strategy phases 2 & 3 are £498k. This covers the £380k further saving as referred to in Paragraph 7.3 and provides £118k towards previously agreed savings from a corporate review of land and property, linked to service reviews and localities.
- 7.5 Any delays to the timetable set out in this report would have a further impact on the timescale of delivery of the savings proposed. The financial impact of any delay in the implementation of this review would be found from other savings and efficiencies from within the service, e.g. vacancy management.

8. Procurement Implications

- 8.1 The options being considered outline a partnership approach to delivery of services and changing roles for staff within that. The implication for this is that current contracted services will have existing service specifications that will not reflect the requirements of the new way of working. Therefore it will be necessary as part of the process of the implementation of the agreed delivery model (following consultation and service review process) to co-produce new service specifications that reflect the alternative approach and this will need to inform the procurement approach required. Market development should be considered to ensure a transparent approach but will also encourage innovation and fulfil the obligations of the Social Value Act (2012).
- 8.2 It is also advisable to continue to consider the benefits of delivering some of the current Council delivered services through other providers. It is reasonable to consider this option as part of the implementation of the Early Help Strategy whilst taking account of the following:
- The cost of change from current arrangements and transition arrangements.
 - The financial gain in the long-term.
 - The advantages of flexibility of contracted services in that the delivery model can be altered over time through the service specification in response to changing demand.
- 8.3 By considering this, the Council can demonstrate it has fully considered Best Value in its determination of whether to maintain current service delivery or to consider the need to procure in a different way through a formal tender process. This may also need to be factored into any plans regarding future tendering activity.
- 8.4 The Council, in adopting this approach, can ensure that the agreed model has responded to the current implications of utilisation and demand of the services and develops options that are flexible enough to respond to changing demands without the requirement for complete system redesign. In doing so, the council along with stakeholders, can demonstrate that Best Value has been achieved, whilst also ensuring best outcomes in line with statutory responsibilities (including children's legislation and procurement regulations) and proactively and effectively meeting the needs of local Children, young people and families.
- 8.5 The Service will work with the Procurement Team to identify all associated risks and implications for contracts associated with the action detailed in this report.

9. Legal Implications

- 9.1 It is imperative that in considering the proposals set out in this report regard is given to the need to comply with the Council's statutory duties in this area. In particular this includes the duties under the Education Act 1996, around securing sufficient educational leisure time activities and facilities for the improvement of the well-being of young persons, and the duties under Childcare Act 2006 to ensure there are sufficient Children's Centres, so far as reasonably practicable, to meet local need.
- 9.2 There is a specific statutory duty placed on local authorities under section 5D of the Childcare Act 2006, to ensure there is consultation before any significant changes are made to children's centre provision in their area. Statutory guidance makes it clear that this would include:
- Making a significant change to the range and nature of services provided through a children's centre and/or how they are delivered, including significant changes to services provided through linked sites; and
 - Closing a children's centre; or reducing the services provided to such an extent that it no longer meets the statutory definition of a children's centre.
- 9.3 In addition, as a matter of public law, any proposal to close a facility or significantly change a service will require a reasonable period of engagement and consultation with those affected by such a proposal.
- 9.4 Therefore, a robust consultation exercise on the proposals for the Early Help services is required with staff, service users and other stakeholders. The purpose of the consultation is to gather the views and preferences of those consulted on the proposals and suggested implementation, and to understand whether there are any possible unintended consequences of the proposals. The product of the consultation will then help to inform final proposals. This is properly identified and catered for in the proposed consultation exercise set out in paragraph 5.1 above.
- 9.5 In addition to the legal requirements for robust consultation, the Council must ensure it complies with its duties under the Equality Act 2010. Under Section 1 of that Act the Council must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage. In addition under Section 149 of the Equality Act, the Council must comply with the public sector equality duty which requires it to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

9.6 In dealing with this duty, the Council must have due regard in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant characteristic that are connected to that characteristic.
- Take steps to meet the needs of people who share a relevant protected characteristic that are different to the needs of persons who do not share it.
- Encourage persons who share a relevant characteristic to participate in public life or any other activities where their participation is disproportionately low.

9.7 Protected characteristics include disability, age, race, sex, religion or belief, gender reassignment, marriage and civil partnership, pregnancy/maternity and sexual orientation.

10. Human Resources (HR) Implications

10.1 The changes proposed are likely to involve considerable change, both in relation to individual roles and their redesign and also in relation to staffing structures.

10.2 Any staff placed at risk as a result of the changes will be given full support in terms of redeployment. Equally, staff will be supported in relation to the changing nature of their roles and the move to more generic duties and responsibilities.

11. Implications for Children and Young People and Vulnerable Adults

11.1 The implications for Children and Young People and Vulnerable Adults are captured in the Equality Analysis.

11.2 Whilst the recommendations propose some building closures the local Youth or Children Centre Offer (Places to go and things to do) will be delivered from a different site in the locality or from the existing site through a Service Level Agreement (SLA).

11.3 The Early Help Service directly contributes to a number of the Council's key strategies and objectives:

11.3.1 The Rotherham Plan. A New Perspective 2025;

“Contributing to this is a refreshed Early Help programme, which involves partners working together to ensure children, young people and families have their needs identified early so that they can receive swift access to targeted help and support.”

11.3.2 A Child Friendly Borough;

Six principles that will enable children to thrive:

- A focus on the rights and voice of the child
- keeping children safe and healthy
- Ensuring children reach their potential
- An inclusive borough
- Harnessing the resources of communities
- A sense of place.

11.3.3 The Children and Young People's Plan, 2016-2019;

The three main strategic outcomes to be achieved for children, young people and their families in Rotherham are:

- 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

12. Equalities and Human Rights Implications

12.1 Decision makers are directed to Rotherham Metropolitan Borough Council's duty to promote equality and diversity in all the work it does and services it delivers. An Equality Analysis, (Appendix B) has been undertaken to inform and support the whole service review. This will be updated following the proposed consultation exercise.

13. Implications for Partners and Other Directorates

13.1 Key partners, stakeholders, service users and staff have been engaged in the development of the Rotherham Early Help Offer since October 2015 and will continue to be engaged as part of the 90 day consultation process.

14. Risks and Mitigation

14.1 The Council will need to consider emerging risks, but these are likely to be specific to individuals and their employment status. The overriding risks are not following statutory processes, the potential negative impact on performance and quality during the review period and implementation stage and reputational damage as a result of a reduction in buildings and services across the borough. Officers will work closely with HR and the communications team to mitigate any risks normally associated with a Whole Service Review and restructure through Legal, Financial and HR compliance.

15. Accountable Officers

Ian Thomas, Strategic Director of Children and Young People's Services
David McWilliams, Assistant Director – Early Hel

Approvals Obtained from:-

	Named Officer	Date
Strategic Director of Finance & Customer Services	Mick Wildman	31.01.2018
Assistant Director of Legal Services	Neil Concannon	17.01.2018
Head of Procurement (if appropriate)	Karen Middlebrook	22.01.2018
Head of Human Resources (if appropriate)	Theresa Caswell	16.01.2018

Report Author: David McWilliams, Assistant Director – Early Help

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

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

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APPENDIX A

Guiding Principles



Proud to work with Rotherham's
children • young people • families

The guiding principles of the Early Help Strategy consultation are:

- To build on what's working well
- To embed whole family working (one family, one worker, one plan)
- To address the current inequities in roles, responsibilities and remuneration
- To support integrated locality working and the Thriving Neighbourhoods programme
- To work restoratively with a culture of continuous improvement and excellence
- To deliver value for money and our approved savings
- To seek savings through reducing the management structure
- To ensure there are clear lines of responsibility and clear progression routes
- To invest in workforce development
- To enable flexible working with high quality and affordable delivery points (Places to go and things to do)

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APPENDIX B: RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

<p>Under the Equality Act 2010 Protected characteristics are age, disability, gender, gender identity, race, religion or belief, sexuality, civil partnerships and marriage, pregnancy and maternity. Page 6 of guidance. Other areas to note see guidance appendix 1</p>	
<p>Name of policy, service or function. If a policy, list any associated policies:</p>	<p>Early Help Strategy 2016-19 Phase Two & Three implementation:</p>
<p>Name of service and Directorate</p>	<p>Early Help: Children and Young People's Services (CYPS)</p>
<p>Lead manager</p>	<p>David McWilliams: Assistant Director, Early Help & Family Engagement</p>
<p>Date of Equality Analysis (EA)</p>	<p>January 2018</p>
<p>Names of those involved in the EA (Should include at least two other people)</p>	<p>David McWilliams Paul Grimwood Jenny Lingrell Karla Capstick Susan Claydon Anne Hawke Debi Scott</p>
<p>Aim/Scope (who the Policy /Service affects and intended outcomes if known) See page 7 of guidance step 1</p> <p>The Early Help Service is an essential component of Rotherham Metropolitan Borough Council's (RMBC) Improvement Plan. It is designed to meet the needs of children, young people and families swiftly, when they first emerge, and to prevent the requirement for statutory intervention. Since the publication of the Graham Allen report, Early Intervention: the next steps in 2011 and the subsequent creation of the Early Intervention Foundation (EIF), evidence has been collated to make the case for Early Intervention. The evidence shows that outcomes are better for children and young people if agencies intervene earlier; that working with the whole family is most effective and that the work yields cost benefits across public service, including adult social care; the criminal justice and welfare systems. (The Cost of Late Intervention, EIF, 2016).</p> <p>Early Help spans a wide age range; 0-19 years (and up to 25 years if there is a disability or special educational need). It incorporates pre-birth, early years, adolescence through to early adulthood. Early Help has a critical role to play at the key transition points in a child's journey from dependence to independence. The service brings together a range of statutory and non-statutory functions including; Family Support Services, Education Welfare, Youth Justice and Youth Support Services.</p> <p>The statutory guidance, Working Together to Safeguard Children (2015), sets out the requirements for Early Help Services, stating;</p> <p><i>'Local areas should have a range of effective, evidence-based services in place to address assessed needs early. The Early Help on offer should draw upon the local assessment of need and the latest evidence of the effectiveness of early help and early intervention programmes. In addition to high quality support in universal services, specific local early help services will</i></p>	

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typically include family and parenting programmes, assistance with health issues and help for problems relating to drugs, alcohol and domestic violence. Services may also focus on improving family functioning and building the family's own capability to solve problems; this should be done within a structured, evidence-based framework involving regular review to ensure that real progress is being made'.

The Early Help Strategy 2016-19 Vision is for;

"All agencies working together to ensure Children, young people and families have their needs identified early so that they can receive swift access to targeted help and support," and articulates the 'journey' to put in place an effective, value for money early help offer over three phases.

This supports and directly contributes to the Children and Young People's Services vision;

Working with children, families and our partners, for Rotherham's Children's Services to be rated outstanding by 2018;

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

This will mean our children, young people and families are proud to live and work in Rotherham.

Phase One of the Early Help Strategy was about going back to the basics. Putting effective systems and processes in place that are easy to access and simple to understand.

Phase Two is the whole service delivery redesign; developing new job roles and more efficient and effective ways of working to embed a shared responsibility across the partnership for meeting the needs of families earlier. We will build on our achievements in phase one and refine our early Help Offer through further integration and service redesign with our partners and stakeholders.

Phase Three will ensure that we have an effective early help offer that is sustainable and critical to the ambitions of the partnership and the council and implement more radical approaches to ensuring better outcomes for Children, young People and families in Rotherham. We will explore the potential for all-age family integrated services and reshape our existing centres into all age delivery points in localities and communities. We will review our staffing structures and seek to reduce our management capacity as the early help offer becomes further embedded.

This equality analysis concerns Phase Two and Three of the Strategy which proposes the consolidation of key skills within the workforce, an improved management structure, and a redistribution of resources to ensure the needs of the community are matched with demand and need. This includes proposals on which buildings are; Best Value, the most appropriate for direct delivery, accessible to the community, staff bases and co-location with key partners.

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A summary of the key changes proposed are:

The development of locality Family Hubs, (Early Help Team bases with staff co-located alongside RMBC services, social care and health partners and provide delivery points for the 0-19 Offer). The commitment to explore the development of Family Hubs is an objective within Phase Three of the Early Help Strategy and is informed by the rationale contained within; Family Hubs, A Discussion Paper, The Children's Commissioner, October 2016.

The introduction of a borough wide Intervention Hub. This will expand upon the current evidenced based programmes used by Early Help practitioners across the borough to achieve better and more sustained outcomes for children, young people and families in Rotherham.

An expansion of the Family Group Conferencing (FGC) and Edge of Care (EoC) provision to ensure that children and families receive high quality, cost effective interventions.

A reduction in the number of Heads of Service posts from four to three.

The creation of two Early Help Service Manager Posts to match the current structures within Children's Social Care and to offer better career development opportunities for M2 and M3 Managers.

Greater integration of the Youth Offending Team, bringing interventions into localities so that young offenders are integrated more effectively into their communities and enhancing the multi-agency response from Education, Schools and social care. This is in line with the recommendations of the Taylor Review of the Youth Justice System in England & Wales December 2016.

A proposed reduction in the number of registered Children Centres from 12 to 9, whilst ensuring the Children Centre Offer within the locality is retained by delivering universal and targeted services from a range of sites better suited to the needs of families. DfE Sure Start Children's Centre Statutory Guidance (April 2013) states;

A children's centre should make available universal and targeted early childhood services either by providing the services at the centre itself or by providing advice and assistance to parents (mothers and fathers) and prospective parents in accessing services provided elsewhere.

The statutory definition of a children's centre states that;

Children's centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas.

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The proposed Children Centres in scope are;

- Park View (Central Locality)
- Broom Valley (Central Locality)
- Wath Victoria (North Locality)

A proposed reduction in the number of Youth Centres and Early Help Team bases from eleven to six.

The Statutory Guidance, Section 507B of the Education and Inspections Act 2006. States that;

It is therefore local authorities' duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being. This includes youth work and other services and activities that:

- a. Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives;
- b. Offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust;
- c. Support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination;
- d. Improve young people's physical and mental health and emotional well-being;
- e. Help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training; and
- f. Raise young people's aspirations, build their resilience, and inform their decisions – and thereby reducing teenage pregnancy, risky behaviours such as substance misuse, and involvement in crime and anti-social behaviour.

The proposed Youth Centres and Team Bases in scope are;

- Herringthorpe (Central Locality)
- Treeton (South Locality)

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- Kiveton (South Locality)
- Maltby Linx (South Locality)
- Swinton (North Locality)

A set of Guiding Principles were agreed with Early Help Managers and were subsequently approved at the 10th July 2017 Cabinet Meeting.

The guiding principles of the Early Help Strategy consultation are:

- To build on what's working well
- To embed whole family working (one family, one worker, one plan)
- To address the current inequities in roles, responsibilities and remuneration
- To support integrated locality working and the Thriving Neighbourhoods programme
- To work restoratively with a culture of continuous improvement and excellence
- To deliver value for money and our approved savings
- To seek savings through reducing the management structure
- To ensure there are clear lines of responsibility and clear progression routes
- To invest in workforce development
- To enable flexible working with high quality and affordable delivery points (Places to go and things to do)

What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics?

A snapshot of the service shows 3518 children and young people in 1552 families working with Early Help practitioners. Referrals came from a range of health providers, (including adult and children's mental health), a range of education providers (Primary, Secondary and Special). Housing, individuals, Children's and adult social care, nurseries voluntary and community agencies, refuges, police and other emergency services and other local authorities.

The bringing together of services that were previously disparate to provide a coherent and

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targeted offer means Early Help has an increasing detailed knowledge of the needs of individuals, families and communities.

In the past 6 months 1657 children were the subject of an Early Help Assessment. An analysis of demand shows; Parenting (38.5%) followed by Mental Health and Emotional Wellbeing (20.5%), Family Relationships (9.7%), Attendance and School Engagement (7.2%) and Domestic Violence (3.5%) as the key presenting issues resulting in an Early Help intervention.

Ages of children within the scope of the service range from unborn to 25, with gender distributed as 47% Female and 52% Male. Disabilities account for 1.4% of those worked with.

The Ethnicity of those worked with shows different proportions to the overall ethnic population of Rotherham identified in the 2011 census. White British are a lower proportion and BME groups are higher. This will to some extent reflect further migration from European countries since the last population census, but is still larger than the predicted increase of 10% in BME groups, (Office of National Statistics) indicating a growth in need amongst these groups.

Ethnic Group	Percentage
A1 - White British	81.45%
A2 - White Irish	7.00%
A3 - Any other White background	2.62%
A5 - Gypsy / Roma	3.95%
B1 - White and Black Caribbean	1.01%
B2 - White and Black African	0.59%
B3 - White and Asian	1.50%
B4 - Any other mixed background	0.87%
C2 - Pakistani	2.72%
C3 - Bangladeshi	7.00%
C4 - Any other Asian background	0.94%
D1 - Caribbean	3.00%
D2 - African	1.36%
D3 - Any other Black background	0.14%
E1 - Chinese	0.17%
E2 - Any other ethnic group	2.41%
E3 - Refused	7.00%

In order to ensure the service maintains an effective and inclusive offer to all groups and communities, the service has a monthly dashboard which is monitored by senior managers Bi-weekly as well as scrutiny through; The Performance Board, The Children and Young People's Partnership, The Early Help Review Board, The Early Help Steering Group and the Children's Improvement Board. This ensures the service knows its target population, can monitor delivery to different groups and also in conjunction with intelligence shared by partners, (e.g. services across the council, police, schools and health), respond to trends within communities.

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<p>Engagement undertaken with customers. (date and group(s) consulted and key findings) See page 7 of guidance step 3</p>	<p>A team of Young Inspectors have been involved in the inspection of some Early Help services resulting in improvement action plans and the views of young people will continue to inform service transformation through the delivery of the Early Help strategy.</p> <p>Children, Young People and Families who receive a service from Early Help are routinely asked to complete an 'Exit Survey' once the intervention comes to an end as part of the Early Help Quality Assurance Framework.</p> <p>The total number of surveys completed, since the system was launched is 390.</p> <ul style="list-style-type: none"> • North 82 • South 70 • Central 221 • Borough wide Services 6 • Children's Disability 1 • Not provided (i.e. skipped Question 10) <p>Top three presenting needs identified through Exit Surveys are;</p> <ul style="list-style-type: none"> • Parenting support for behaviour • Low self-esteem, self-confidence, self-worth • Financial difficulties/debt <p>A summary of feedback below shows that Families value the support from Early Help Practitioners.</p> <p>97% (360 people/families who responded to this question) got support when they <u>most</u> needed it</p> <p>98% (364 people/families who responded to this question) received the service they were expecting</p> <p>97% (364 people/families) rated their overall experience of the help and support they received from the worker(s) within the Early Help Team as Good or Excellent</p> <p>81% of respondents (291 people/families who responded to this question) are still using something they have learnt from us now.</p> <p>98% (364 people/families who responded to this question) felt listened to and involved in the planning of services and support they received.</p>
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95% (329 people/families who responded to this question) said that the support/services provided by the Early Help Team had a positive impact on their life and the life of their children.

Through the proposals in the Early Help Review, these roles will be strengthened further with greater equity in workload and remuneration and better career development opportunities.

In the Autumn and winter of 2016/17 a significant consultation was undertaken during with; children and young people, staff, Voluntary and Community Sector, the Children and Young People's Strategic Partnership, Health and Wellbeing Board, Local Safeguarding Board, Safer Rotherham Partnership, Early Help Steering Group, Early Help Review Board, Department for Communities & Local Government, Troubled Families Unit, Sheffield City Council, Department for Education, Practice Improvement Partner (Lincolnshire County Council) and all Rotherham Ward and Parish Councillors.

A robust 90 day consultation (60 day Public and 30 day Staff) will involve meetings with all staff as well as formal communication via letter and the offer of individual support through Human Resources (HR) and Early Help managers. The consultation will involve the Trade Unions and will be delivered through a combination of public meetings, online surveys and use of existing fora, for example Children Centre Advisory Panel. This consultation will seek the views of; parents, young people, Members, partners, stakeholders, professionals and members of the community through a series of consultation events across the borough. There will also be a dedicated Twitter account #earlyhelpconsultation2018 and an email account earlyhelp.consultation@rotherham.gov.uk for Frequently Asked Questions (FAQs).

Partners to be engaged in the Early Help Whole Service Redesign consultation include;

All Early Help RMBC staff, all Ward and Parish Councillors, CYP Strategic Partnership, HWB Board, Safeguarding Board, Safer Rotherham Partnership, all school Headteachers and school Governors, Voluntary Action Rotherham, Voluntary and Community Sector, Children and Families Consortium, South Yorkshire Police, Rotherham Ethnic Minority Alliance (REMA), Health Watch, Rotherham United FC, Public Health, Rotherham Doncaster and South

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	Humber NHS Foundation Trust (RDaSH), The Rotherham NHS Foundation Trust (TRFT), Clinical Commissioning Group (CCG), Youth Cabinet, LAC Council, Barnardo's, Community Plan.
Engagement undertaken with staff about the implications on service users (date and group(s) consulted and key findings) See page 7 of guidance step 3	Staff consultation events will take place throughout the period of April to July 2018, to allow for Early Help staff to influence the Early Help proposals and feel part of the process to shape the future of the Early Help service. These sessions will build on previous consultation and engagement events that have taken place since November 2015 and build on the more recent whole service Talk Back sessions throughout 2017/2018.

The Analysis

How do you think the Policy/Service meets the needs of different communities and groups?

The Early Help Service covers a wide range of need and includes working directly with different communities and groups. However, some need is universal and not unique to protected characteristics (e.g. parenting). The proposed service will need to take account of cultural differences and strengths, and the unique circumstances of some young people and families in Rotherham.

In order to achieve this, the service has remodelled the Early Help Assessment (EHA) process to align with the Signs of Safety (SoS) model that all staff within Early Help are being trained in.

To date 96% of staff have been trained and are embedding the approach within their work with families. This is an innovative strengths-based, safety-organised approach to working with children and families. At the heart of the Signs of Safety process is an assessment and case planning format that integrates professional knowledge with local family and cultural knowledge, to identify and implement interventions that will benefit children, young people and families avoiding the need for further costly interventions'. Early indications of its use with Early Help families are positive.

The impact of changes across the protected characteristics groups that Early Help works with is detailed below and is most likely to be initially experienced in the form of less frequent interventions or different models of engagement.

As the service moves towards more evidenced based, outcome focussed, and targeted forms of delivery, those individuals from protected groups are likely to experience a more enhanced service.

It is of particular importance that the service is agile enough and has tools that are flexible to respond to future need and changing demographics such as the population becoming more culturally diverse.

As well as responding to need as illustrated in the snapshot, the service also takes account of the fact that those most likely to require help and support are located in areas of multiple

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deprivation,

31.5% of Rotherham's population live in areas which are amongst the most deprived 20% in England and the most deprived areas in Rotherham are;

Ferham, Eastwood, East Herringthorpe and Canklow where circa 60% of the population are affected by income deprivation. Although there are also high pockets of deprivation in other areas e.g. Maltby. The proposals within the redesign include relocating resources both management and staff to better reflect this need and to revise job descriptions to enable a more flexible workforce that is better able to respond to changes or spikes of need and demand.

Analysis of the actual or likely effect of the Policy or Service:

Analyses of the proposals show that there will be an impact for staff in the reduction of posts within the service.

Whilst communities, families and young people are likely to feel some impact in terms different delivery models and different locations, this will be offset in the longer term by an increased skilled workforce, the increased use of evidence based interventions and assessments and Early Help interventions that build on existing strengths within the individual, family and community.

The proposed changes to the Early Help Staffing establishment would deliver a ratio of Management to frontline staff as follows;

- Management: 13%
- Frontline staff: 87%

The analysis of current need within the Early Help population and the desire to continue Rotherham's improvement journey indicates that in order to continue to provide an effective service to the needs (illustrated in the snapshot data), the service needs to upskill the workforce to provide an enhanced level of skills and support to both families and partners.

The proposed redesign of the service will also incorporate the reduction of 12 registered Children's Centres to 9 and 11 Youth Centres to 6. It is proposed that the Children Centres that become deregistered will continue to run from linked sites with schools providing day care.

The proposals for the youth centres in scope is to decant from the current buildings and provide a targeted offer through the use of negotiated space with partners in the community.

A consultation in March 2016 with young people found the majority who responded did not visit council youth centres but felt it was "important they remain open, suggesting that the current youth offer isn't attractive enough for young people, but that it is important services are re-designed in such a way that they are relevant and accessible. Under the redesign targeted outreach/detached workers will still be accessible and some buildings will become Family Hubs. (Early Help Team bases with staff co-located with social care and health partners and delivery points for the 0-19 offer).

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Comparison data for Q1 2016 and Q1 2017 shows:

- Recorded attendances at Youth Centres overall have dropped from 3381 to 1735 (Approximately a 48% reduction).
- AGE:** In Q1 2016, 16 year olds were the largest group of attendees at 17.5%, whilst in 2017 13 year olds were the largest group at 26.4%.
- Gender:** Males form the largest group at 59.4% for Q1 in 2016, reducing slightly for Q1 2017 to 54.4%
- Ethnicity:** 6.5% of all attendees were BME in Q1 2016, rising slightly in Q1 2017 to 10.3%
- In Q1 2016; 27.3% of attendances were recorded as detached work (non-building based).
- In Q1 2017; 24.3% of attendances were recorded as detached work.
- In Q1 2016; 53.9% of attendances were open access sessions.
- In Q1 2017; 55.9% of attendances were open access sessions.
- In Q1 2016; 18.8% of attendances were recorded as targeted sessions.
- In Q1 2017; 19.9% of attendances were recorded as targeted sessions.

Does your Policy/Service present any problems or barriers to communities or Group?

Proposed move towards a more targeted service for those in need of early help, it is not envisaged that the service will present any barriers to communities and groups.

Accessibility, physical and geographical will be considered as part of the consultation process. This will continue to be carefully monitored by the service.

Does the Service/Policy provide any improvements/remove barriers?

Early Help services are not delivered in isolation and the Early Help Strategy 2016-19 emphasises the importance of developing partnerships with wider services across the Council and key partners and agencies to achieve greater synergy and further efficiencies (e.g. buildings, workforce, information sharing, systems and processes). This process began in Phase One with the co-production of the Early Help Offer, Request for Support and the Early Help Assessment.

What affect will the Policy/Service have on community relations? Identify by protected characteristics

A = Age, C= Carers D= Disability, G = Gender, GI Gender Identity, O= other groups, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage.

The Early Help Strategy 2016-19 will ensure that the service continues to work with the specific specified groups identified through the Protected Characteristics. Anticipated Impact will be low.

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A: Staff

Early Help Workforce By Age Range: January 2018				
FTE	16 to 24	25 to 39	40 to 49	Over 50
235.10	3.65%	35.56%	29.48%	31.31%

A: Service Users

Young people are likely to experience reductions in some service provision as a result of reconfiguration in 18/19 and 19/20. This is most likely to take the form of less universal youth work sessions in each locality and Children's Centres. The Service will maintain a commitment to the Voice and Influence of young people, and this will be a locality responsibility in future. The Service will continue to adhere to the principles of engaging young people and is committed to ensuring young people have a say in the future of the service, as illustrated by the continuation of the young inspectors programme.

The reconfiguration of resources inevitably means an impact will be experienced across a wide range of groups. This is most likely to take the form of reduced accessibility either via limitations in the number of sessions that can be run or reconfiguration of thresholds/waiting period for preventative services.

Services will still be maintained and accessible in all the locality areas of Rotherham, with the potential to increase provision by working with partners/local communities. In addition services will be local and therefore more accessible to the different community groups within Rotherham.

Reconfiguration may lead to some reduction in the frequency of delivery of some services. The service retains a statutory commitment for learning difficulties and disability up to the age of 25. Provision for this group will be more localised and targeted which may offset any reductions in frequency. The service will continue to maintain positive experiences and opportunities for those with disability.

D:

8.01% of the Early Help workforce has identified themselves as having a disability.

R/E:

The total BME of the early Help workforce for January 2018 is 4.82%.

The service is committed to working with equality and diversity and the snapshot evidences this. The Service will continue to place a high priority on community cohesion and community relations. And in particular is looking to improve hate crime reporting. The service will continue to work in partnership with agencies and groups at a locality level to deliver interventions tailored to different ethnic groups, including new arrivals and refugees.

RoB:

The Service has a strong commitment to respecting religion or belief, where these do not advocate harm to others, and a proven track record, (e.g. Children's centres, youth services). In celebrating with young people and others those beliefs that are relevant to communities in Rotherham. This will continue to be the case and will not change as a result of the proposals.

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PM:

Sexual Health services and clinics for young people will continue. Young people for whom there are associated risks either to themselves or their babies, (e.g. CSE, potential neglect, drug use), will continue to receive a service either directly from Early Help or jointly with Social Care. Where there is little or no associated risk and young people have other support in the community then services will reduce.

CPM:

Analysis suggests that there will be a low impact from Early Help services with this group.

G:

It is likely that some universal group work delivered to groups of young men and women will no longer be available. However, assessments of service users will define interventions and this will involve specific delivery (group work or individual) for identified gender needs. Project work such as sexual health clinics will continue.

GI/SO:

Young people who identify as LGBT are likely to have specific needs and to therefore fall within the remit of targeted early help provision. A service will therefore continue to be offered to this group but models of delivery may change. This group is one of those that are most likely to experience prejudice, discrimination and hate crime. Targeted provision will assist in promoting community relations.

O:

In respect of other groups and specifically the older generation the Service does not specifically engage or target them unless it is part of an intervention (whole Family Working) within the scope of the service. Young people can often be perceived by older generations to be disrespectful and at worst engaging in antisocial behaviour Work has been done to present young people in a more positive light to older people and this will continue. The current relationships with local for and will continue to be maintained, and the service will seek to promote positive community relations between generations.

APPENDIX B: RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Equality Analysis Action Plan

Time Period April 2018 – Feb 2019

Manager D McWilliams, Asst. Director RMBC **Service Area:** Early Help & Family Engagement

Title of Equality Analysis: Early Help Strategy: Phase Two and Phase Three Implementation

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic.

List all the Actions and Equality Targets identified

Action/Target	State Protected Characteristics (A,D,RE,RoB,G,GI O, SO, PM,CPM, C or All)*	Target date (MM/YY)
ACTION: Consultation with Children, Young People and Families.	All	July 2018
TARGET: Presentation and meetings will take place from April 2018.		
ACTION: Ensure services remain accessible to those most in need.	All	Monthly
TARGET: Continue to report on performance data via early help dashboard		
TARGET: Development of evidence based interventions and impact measurement		

APPENDIX B: RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

ACTION: Response to tensions within communities TARGET: To ensure all agencies are proactive in supporting the work of the Early Help Service TARGET: Attendance at CIMs – proactive response to community issues. (e.g. operations KeepSafe and Scorpio)		All	March 2019
ACTION: Mitigate reductions in youth service provision / Children Centres TARGET: Early Help locality Managers to develop and explore partnership alternatives for open access provision.		All	March 2019
ACTION: Maintain the annual programme of events that raise awareness, and educate and bring people from different groups together. Promote community cohesion and One Town, One Community TARGET: Locality teams to promote specific themes		All	March 2019
Name Of Director who approved Plan	David McWilliams	Date 22/02/2018	

*A = Age, C= Carers D= Disability, G = Gender, GI Gender Identity, O= other groups, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage.

Website Summary – Please complete for publishing on our website and append to any reports to Elected Members, SLT or Directorate Management Teams

APPENDIX B: RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Completed equality analysis	Key findings	Future actions
<p>Directorate: CYPS</p> <p>Function, policy or proposal name: Early Help Strategy</p> <p>Function or policy status: New</p> <p>Name of lead officer completing the assessment:</p> <p>David McWilliams</p> <p>Date of assessment: January 2018</p>	<p>Additional information that might be added could include:</p> <ul style="list-style-type: none"> • Information on investment and resources • Clarification of how Children's Centres fit into the Early Help offer • How does this link to voluntary sector? • Time frames for interventions to start • How does health fit in? In particularly, are there clear links to CAMHS and End of Life Services? • How will early help support transition from children's to adult services? <p>Early Help services in Rotherham requires a shift in emphasis from open access, universal provision to targeted interventions.</p>	<p>To ensure the Early Help offer is outcome focused and developed in partnership with partners, service users and wider services across the Council to achieve synergy and further efficiencies (e.g. buildings, workforce, partnerships, shared systems and processes).</p>

Appendix C: Building Proposals Early Help Phase Two, Phase Three

1. North:

1.1 Wath Victoria Children's Centre – Proposal: De Register.

Children aged 0-4	Living in 30% most deprived areas	Living in 10% most deprived areas	% Registered end of Q3
1,375	364 (26.4%)	132 (13%)	88%

1.1.1 **Wards affected:** Hoover Ward, Swinton Ward and Wath Ward.

1.1.2 **Reach Area:** Wath Central & Newhill, West Melton West, Brampton North, Wath North East, Wath South West, Wath North, West Melton East, Wath South East, Wath South, Brampton South, West Melton South, Wentworth & Harley

1.1.3 **Rationale:** Deprivation levels overall are average for the borough, with pockets of higher deprivation scattered across the 'Reach' area. Wath Victoria serves 364 children from the 30% most deprived areas and is accessible from Brampton and West Melton (to the West).

The Centre comprises of two small community rooms and a small office space attached to the school. The current number of families accessing the offer at the building is 23% with 72% of families accessing services from other venues and 26% of families also accessing other centres.

1.1.4 Wath Victoria was proposed to close in 2015 due to its low number of families living in deprived areas.

1.1.5 It is proposed that the youth building remains in Wath in order to develop a 0-19 'Family Hub' and a Service Level Agreement (SLA) will be implemented for 10 hours Children's Centre use as a 'linked site.'

1.2 Thrybergh Rainbow and Dalton Willow Tree Centre's – Proposal: Retain (with decommission of Thrybergh and the relocation of Dalton).

Children aged 0-4	Living in 30% most deprived areas	Living in 10% most deprived areas	% Registered end of Q3
783	575 (73%)	514 (66%)	90%

1.2.1 **Wards affected:** Rotherham East Ward, Silverwood Ward, Valley Ward and Wickersley Ward.

1.2.2 **Reach Area:** East Herringthorpe North, Dalton, Thrybergh South, East Herringthorpe East, Thrybergh East, Thrybergh North & Hooton Roberts, Brecks East, Ravenfield, Ravenfield Common.

- 1.2.3 **Rationale:** Thrybergh & Dalton already serves one of the most deprived reach areas with 73% of children in the most deprived 30%. It is also accessible to the less deprived Ravenfield area, currently served by Stepping Stones, and is more accessible than Maltby. It is important that a Children's Centre remains in this area, however the current buildings are not ideal and both currently provide Day Care on site. The two local school Academy Trusts have indicated an interest in the running of the Day Care and discussions have commenced regarding this.
- 1.2.4 Dalton Children's Centre comprises of one small community room within the Day Care. It is proposed to relocate the staff from here to the much larger and more accessible Youth Centre (approx. 200 yards down the road). A 10 hour SLA will remain at Dalton and at Thrybergh.
- 1.2.5 Thrybergh Rainbow is located at the bottom of a very steep hill which can be dangerous to access for families; currently only 23% of families are seen at the centre with 72% accessing services in the community and 26% accessing a different centre. Through consultation families have requested that more services should be delivered in the community rather than from this Centre.

1.3 Swinton Youth Centre – Proposal: Decant as a staff base and retain youth offer.

Young People Registered	Young People Attendances	% Universal	% Targeted
355	1294	23%	77% (of which 42% is street based)

- 1.3.1 There are two buildings within close proximity in the North of the borough.
- 1.3.2 Whilst high, the majority of youth contact associated with Swinton Centre is street based and not centre based.
- 1.3.3 The proposal is designed to ensure minimum disruption to the youth offer in the area because, although the intention is to cease using Swinton Youth Centre (which is located on the school site) as a work base for staff, the proposal will include the negotiation of a Service Level Agreement with the school to ensure that we still provide youth provision within the centre to accommodate the current and future demand for sessions.
- 1.3.4 The street based detached youth work will continue to be targeted and remain unaffected by these proposals.

2. Central:

2.1 Broom Valley Childrens Centre – Proposal: De-register.

Children aged 0-4	Living in 30% most deprived areas	Living in 10% most deprived areas	% Registered end of Q3
1,527	879 (57%)	301 (20%)	75%

2.1.1 **Wards affected:** Boston Castle Ward, Brinsworth and Catcliffe Ward, Rotherham East Ward, Rotherham West Ward, Sitwell Ward and Valley Ward.

2.1.2 **Wards affected:** Rotherham East Ward, Silverwood Ward, Valley Ward, and Wickersley Ward.

2.1.3 **Reach Area:** Canklow North, Town Centre, Clifton West, South Central and Boston Castle, Whiston East, Broom East, Canklow South, Broom Valley, Whiston West, Whiston South and Morthen, Moorgate West, Whiston North, Broom South, Moorgate East and Brecks South West.

2.1.4 **Rationale:** Valley Children's Centre, at Broom Valley, serves Central Rotherham and areas to the South. This is a diverse area with a large number of children and significant areas of deprivation.

2.1.5 Valley Centre is located in a difficult to find location on a steep hill, on a private road. The Centre has been running limited activities from the building since April 2017 due to interim management arrangements with the reach area split between Park View and Coleridge. Throughout this period, no concerns have been raised about the delivery of the offer by parents, Advisory Board members or partners.

2.1.6 Currently 40% of families access services at the centre. These are mainly health services, which could be re located to the busier Coleridge area. 62% of families currently access services within the community and a further 12% access services elsewhere. The deprivation level is also lower here, when compared to other Central Children's Centres (at 80% or higher alongside Park View).

2.2 Park View Childrens Centre – Proposal: De-register.

Children aged 0-4	Living in 30% most deprived areas	Living in 10% most deprived areas	% Registered end of Q3
1,231	677 (54%)	204 (37%)	92%

2.2.1 **Wards affected:** Hoover Ward, Keppel Ward, Rotherham West Ward, and Wingfield Ward.

2.2.2 **Reach Area:** Wingfield, Greasbrough South, Rockingham West, Kimberworth Park East, Kimberworth Park Roughwood, Kimberworth Park West, Kimberworth Park Central, Rockingham East, Kimberworth

Park South, Kimberworth North West, Greasbrough North, Greasbrough East, Thorpe Hesley West, Kimberworth North East, Dropping Well, Thorpe Common & Scholes, Thorpe Hesley Central and Thorpe Hesley East.

- 2.2.3 **Rationale:** The existing Children's Centre at Park View serves 677 children from the 30% most deprived areas. Although there are no specific areas with very high deprivation, North West Rotherham does have pockets of moderately high deprivation spread over a wide geographical area.
- 2.2.4 Park View was previously considered for de-registration under the last restructure. The current manager and staff are predominately based at the Central Children's Centre. Park View consists of a small community room and office space in the school site.
- 2.2.5 A total of 36% of families access services at the building and 77% access services in the community with a further 22% using other Centres. This community can be served without a physical building, and the deprivation is lower here compared to other Central Children's Centres at 80% or higher (alongside Broom Valley).

2.3 Coleridge Children's Centre – Proposal: Retain and relocate to The Place.

Children aged 0-4	Living in 30% most deprived areas	Living in 10% most deprived areas	% Registered end of Q3
1070	959 (89%)	814 (76%)	92%

- 2.3.1 **Wards affected:** Boston Castle Ward, Rotherham East Ward and Valley Ward.
- 2.3.2 **Reach Area:** Eastwood Village, Eastwood East, Eastwood Central, East Dene North East, East Dene North West and Clifton East.
- 2.3.3 **Rationale:** Coleridge serves a small, but densely populated reach area, which is the most deprived in Rotherham. 89% of children are from areas amongst the most deprived 30%. The local population is very diverse with a high proportion from BME communities, many large families and experiences a high population turnover.
- 2.3.4 The population has grown over the last 10 years as a result of inward migration. Child poverty and children in families with no car are almost double the Borough average and the highest of any Reach Area in Rotherham. All of these factors support the retention of Coleridge.
- 2.3.5 The proposal is to relocate the Children's Centre offer to the Place as the current centre comprises of just one small community room in the middle of the school, alongside the Day Care offer. This is the current arrangement due to the development of The Place. The staff in this area

currently works from The Place as there is no office space in the Children's Centre.

- 2.3.6 The Place is a multiagency hub next door to the school, with staff and managers from; Housing, Health, Social Care and Early Help all co-located.

2.4 Herringthorpe Youth Centre – Proposal: Decant and provide the youth offer through different venues and provide better accommodation for staff.

Young People Registered	Young People Attendances 17/16	% Universal	% Targeted
47	410		100%

- 2.4.1 Herringthorpe has the lowest engagement with young people when compared with the other youth centres in the central patch.
- 2.4.2 Use of Herringthorpe diverts young people away from the multi-agency centre (The Place) where Health, Early Help and Children's Social Care are co-located and where wider needs can be met in one place.
- 2.4.3 Herringthorpe is the only building where staff cannot base themselves to work due to the poor facilities. All other central sites have staff dedicated workstations and are therefore more practical to use.
- 2.4.4 Young people using Herringthorpe can easily make the transition to other sites without disruption as many already use alternative or multiple centres in addition to Herringthorpe.
- 2.4.5 Herringthorpe does not operate as a traditional 'open access' Youth Club. Use is exclusively by invitation only (targeted) and so transition to another site is more straightforward as staff can plan sessions at our alternative venues and collect young people if needed, to facilitate attendance.

3 South:

3.1 Treeton Youth Centre – Proposals: Decant and provide the youth offer through different venues and offer better accommodation for staff.

Young People Registered	Young People Attendances	% Universal	% Targeted
69	358	89%	11%

- 3.1.1 The majority of youth work undertaken in Treeton is 'open access' or street based and this is not proposed to change and will continue in the future.

3.1.2 The building is currently in a poor state of disrepair and requires significant investment to make it fully fit for purpose. The site includes the old school house (used by staff as office space). The youth centre also has a MUGA (Multi Use Games Area) on site.

3.1.3 Staff have already been allocated an alternative base at Catcliffe school and are in the process of moving into this space, which will also offer shared delivery with the Children's Centre Linked Site. Staff also 'hot desk' from Aston Service Centre and benefit from the co-location with social care and health colleagues at Aston.

3.1.4 Discussions are currently underway around future developments and space in Brinsworth.

3.2 Kiveton Youth Centre – Proposal: Decant and provide the youth offer through different venues and offer better accommodation for staff.

Young People Registered	Young People Attendances	% Universal	% Targeted
176	995	100% of which 60% is street based	0%

3.2.1 Kiveton Youth Centre is in a very poor condition. The roof leaks constantly, it is damp and there are structural cracks. The roof requires partial replacement in the short term costing tens of thousands of pounds. There is currently insufficient capital in the CYPS capital programme to refurbish / remodel this building. Actual costs will be known following the completion of a condition survey of the operational estate.

3.2.2 The majority of youth work undertaken in Kiveton is open access or street based. The building is not fit for purpose and inadequate for the delivery of a high quality youth offer and is not an appropriate staff base.

3.2.3 The building is also used for the delivery of adult services and a community radio station. Consideration will need to be given to an exit strategy for all services using this building.

3.3 Maltby Linx Youth Centre proposal: Decant as a staff base and negotiate retention of youth offer.

Young People Registered	Young People Attendances	% Universal	% Targeted
221	827	100% of which 74% is street based	0%

- 3.3.1 The majority of youth work undertaken in Maltby is open access or street based and this focus will continue in the future.
- 3.3.2 The Centre is located within the school grounds and discussions have taken place with Maltby Academy to negotiate continued use of the building in the evenings and daytime for targeted work.
- 3.3.3 The school already use the centre during lunchtimes to 'manage' their dinner rota and this has an impact on the suitability of the site as a staff base.
- 3.3.4 There will be minimum disruption to provision as the primary focus of the proposal will be associated with staff bases and better, more joined up use of the children's centre which is proposed to become a 0-19 family hub.
- 3.3.5 Delivery of some youth sessions and targeted work will move to the family hub within the children's centre and it is anticipated that school will continue to agreed use of the building due to the good working partnerships already developed and it is anticipated that this would create minimum disruption to young people and improve working conditions for staff.

Definitions:

Designated Children's Centres are expected to provide the 'core offer' and are therefore subject to inspections under the current OFSTED Framework for Children's Centres.

De-registration

By de registering a centre the Local Authority is effectively acknowledging that due to reduced opening hours and a reduced offer the Centre no longer meets the statutory definition of a fully designated Children's Centre.

The de register process changes the building from a designated Children's Centre to a building asset which will continue to provide early years and children's centre services within a children's centre reach area and work in partnership with the specified children's centre for that reach area.

The building/room will no longer be funded by the Local Authority. It will be 'leased' to the school (or private provider through a tender process) on which it is sited to be used for the delivery of early years and children centre services. This continued delivery of early years and children centre services precludes any Department for Education (DfE) capital funding clawback.

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Public Report
Cabinet and Commissioners' Decision Making Meeting

Council Report

Cabinet and Commissioners' Decision Making Meeting – 12 March 2018

Title

Council Plan 2017/18 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):

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Ward(s) Affected

All

Executive Summary

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

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports are required to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration in line with new governance arrangements. This report is the third report in the 2017/18 reporting cycle covering quarter 3 (1st October 2017 to 31st December 2017).

The Performance Report and Performance Dashboard/Scorecard (Appendices A and B) provide an analysis of the Council's current performance against 14 key delivery outcomes and 72 measures. This report is based on the current position of available data, along with an overview of progress on key projects and activities which also contribute towards the delivery of the Council Plan.

At the end of this third quarter 21 measures had either met or had exceeded the target set in the Council Plan. This represents 40.4% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 34 (55.7%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met remains Priority 5 (A modern, efficient Council).

Recommendations

1. That the overall position and direction of travel in relation to performance be noted.
2. That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
3. That the performance reporting timetable for 2017/18 be noted.

List of Appendices Included

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

Background Papers

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

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Overview and Scrutiny Management Board

Council Approval Required
No

Exempt from the Press and Public
No

Corporate Plan 2017/18 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 consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics.
- 1.3 That the performance reporting timetable for 2017/18 be noted.

2. Background

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

3. Key Issues

- 3.1 The Council Plan includes 72 measures. The measures sit under 14 key delivery outcomes, which form the priority actions under each of the vision priorities:

- *Every child making the best start in life*
- *Every adult secure, responsible and empowered*
- *A strong community in a clean, safe environment*
- *Extending opportunity, prosperity and planning for the future*

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

- 3.2 The 2017/18 Council Plan sets out the vision, priorities and measures to assess progress. Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans are in place at different levels of the organisation to provide the critical 'golden thread' that ensures everyone is working together to achieve the Council's strategic priorities.

- 3.3 The Quarter 3 Performance Report (Appendix A) sets out how the Council has performed in the third quarter of 2017/18 (1st October to 31st December 2017) to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2017-2020. The report provides an overview of progress and exceptions (good/improved performance and areas of concern) as well as wider information, key facts and intelligence such as customer feedback, quality assurance, external regulation and specific case study information to demonstrate what has been achieved to deliver the vision.
- 3.4 The Q3 Performance Scorecard and Dashboard (Appendix B) provide an analysis of the Council's performance against each of the 72 performance measures. Based on the frequency of reporting and targets set each of the measures are rated as follows:

Overall status (relevant to target)



Measure progressing above or in line with target set



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



Measure has not progressed in accordance with target set



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



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



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

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



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

- 3.5 At the end of the third quarter (October to December) 21 measures had either met or had exceeded the target set in the Council Plan. This represents 40.4% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 34 (55.7%) of the indicators

measured in this quarter. The Priority area with the highest proportion of targets met remains Priority 5 (A modern, efficient Council).

- 3.6 The Council set 25 priority indicators for 2017/18 which represented the key measures that the Council wished to place particular focus on in the course of the year. Of these 25, seven have hit their target in the course of the quarter, 9 did not hit their target, five are reporting satisfactory progress and four either do not yet have reliable data available or are measures where a target has not been set.
- 3.7 The seven priority indicators (six in the previous quarter) where data is available and which hit their targets in the period were:
 - *2.B2 – Number of Safeguarding investigations completed per 100,000 adult population*
 - *2.B8 - All age number of new permanent admissions to residential care for adults*
 - *3.B2(b) – Effective enforcement action taken where evidence is found – other environmental crime*
 - *3.B4 – Number of missed bins per 100,000 collections*
 - *3.B5 - % of waste sent for reuse*
 - *4.A7 – Narrow the gap to the UK average rate of working population who are economically active*
 - *5.D3 – Reduction in Agency cost*
- 3.8 The nine priority measures (ten in the previous quarter) that missed their target in the period were:
 - *1.A1 – Reduction in children in Need rate*
 - *1.A2 – Reduction in the number of children who are subject to a CP plan*
 - *1.A3 – Reduction in the number of Looked After Children*
 - *1.A7 – Reduce the number of disrupted placements*
 - *1.C1 – Smoking status at time of delivery (women smoking during pregnancy)*
 - *2.B9 – All total of number of people supported in residential care*
 - *3.A4 - % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy*
 - *4.B1 - Number of new homes delivered during the year*
 - *5.D1 – percent PDR completion*
- 3.9 Commissioners and Cabinet Members will recall that the Council Plan includes five staff values and behaviours which capture in one place how everyone in the Council is expected to act and behave, including with customers and partners. Roll-out of the values commenced in September 2016 with staff briefings, articles in Take 5, a new screensaver and launch of employee awards nominations, particularly recognising those openly living the values. The Big Hearts Big Changes Awards took place on 24th November. Further roll out phases will see the behaviours incorporated within the PDR paperwork.
- 3.10 The Council Plan for 2017/2020 provides a clearer focus on indicators that can be measured monthly or quarterly compared to the Corporate Plan. To ensure that the 2017/2020 Council Plan is effectively performance managed, formal

quarterly performance reports will continue to be presented to Cabinet/Commissioner Decision-Making meetings during 2017/18:

- Quarter 4 Performance Report (performance to end March 2018) – June Cabinet Meeting 2018
- Final 2017-2018 Annual Performance Report (validated data) – early Autumn 2018 (exact date TBC)

4. Options considered and recommended proposal

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

5. Consultation

- 5.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015 and set out in October 2015. During 2016/17 The Leader and Chief Executive held a number of staff briefing sessions throughout January and February 2016. Part of the sessions included an update on the Corporate Plan and over 800 attended in total.
- 5.2 A presentation on the first version of a new Corporate Plan was made to Overview and Scrutiny Management Board on 26th November 2015, with this formally considered by members at the Council meeting on 9th December 2015 and approved on 13th July 2016. Regular discussions on the developing plan were also held with Strategic and Assistant Directors, M3 Managers and Cabinet Members and Commissioners.
- 5.3 Focus groups, M3 manager meetings, as well as the “Views from Rotherham” consultation conducted in 2015, have all also provided opportunities to help define the new values and behaviours for the organisation contained within the Plan. Trades Unions have also seen the values and behaviours and will be included in considerations around the roll out of these.
- 5.4 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members.

6. Timetable and Accountability for Implementing this Decision

- 6.1 This is the third quarterly Performance Report relating to the Council Plan for 2017/2020. The Quarter 4 Performance Report is currently planned to be presented to Cabinet and Commissioners in June 2018 with the exact date yet to be confirmed. Paragraph 3.10 sets out an outline forward programme of further quarterly performance reports.

7. Financial and Procurement Implications

- 7.1 The Council Plan will help steer the use of Council finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context.
- 7.2 The Council operates in a constantly changing environment and will need to be mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet strategic, corporate priorities and performance targets; and that ambitions remain realistic.
- 7.3 Any identified needs to procure goods, services or works in relation to achieving the Council Plan objectives should be referred to the Corporate Procurement Service in order to ensure all projects are in line with the relevant internal Contract Procurement Rules and UK Public Contract Regulations as well as relevant EU legislation.

8. Legal Implications

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

9. Human Resources Implications

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

10. Implications for Children and Young People and Vulnerable Adults

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

11. Equalities and Human Rights Implications

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

- 11.2 A new corporate Equalities and Diversity Policy was adopted by Council on 13th July 2016. This reinforced the duties of the Council in delivering the aims and ambitions of the Council Plan for 2017/2020, and supporting service business planning processes. A new performance indicator specifically relating to equalities will be included in the next iteration of the Council Plan.

12. Implications for Partners and Other Directorates

- 12.1 Partnership working is central to the Council Plan. The formal partnership structure for Rotherham, the 'Rotherham Together Partnership' (RTP), launched "The Rotherham Plan 2025" in March 2017. The Plan describes how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. The refreshed Council Plan links to The Rotherham Plan by picking up the "Game Changers" described in the latter document and setting out the Performance Indicators that describe how the Council intends to deliver its part of the Plan.

13. Risks and Mitigation

- 13.1 Within the Performance Report there are two sections relating to risks under each of the key delivery outcomes. These include the 'exceptions' and 'risks and challenges ahead' sections. Within the Performance Scorecard all measures which have not progressed in accordance with the target set are clearly marked with a red cross. Directorates are also responsible for ensuring that any significant risks are also addressed via Directorate and Corporate Risk Registers.
- 13.2 The Strategic Risk Register is structured to identify and mitigate strategic risks aligned to the Council Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Council Plan.

14. Accountable Officer(s)

- 14.1 *Sharon Kemp, Chief Executive*

	Named Officer	Date
Strategic Director of Finance & Customer Services	Judith Badger	20 th February 2018
Assistant Director of Legal Services	Dermot Pearson	20 th February 2018
Head of Procurement	Karen Middlebrook	16 th February 2018
Head of Human Resources	Sue Palfreyman	19 th February 2018

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

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

RMBC COUNCIL PLAN 2017-20

PERFORMANCE REPORT

Period:

Quarter 3 (October – December 2017)

About this report:

This report sets out how the Council has performed in the third quarter of 2017/18 to deliver the four headline priorities for Rotherham as set out in the Council Plan for 2017-20. It brings together headline performance measures with wider information, key facts and intelligence to explain how the Council is working and performing to deliver its vision for Rotherham.

The Council's 4 Priorities:

1. *Every child making the best start in life*
2. *Every adult secure, responsible and empowered*
3. *A strong community in a clean, safe environment*
4. *Extending opportunity, prosperity and planning for the future*

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

This report focuses on the headline performance measures associated with these key priorities, as set out in the Council's Plan for 2017-20. 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 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>Every child making the best start in life</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>Every adult secure, responsible and empowered</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>A strong community in a clean, safe environment</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>Extending opportunity, prosperity and planning for the future</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>Running of a modern, efficient Council</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
Priority 1 - Every child making the best start in life	A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect
	B. Children and Young people are supported to reach their potential
	C. Children, young people and families are enabled to live healthier lives
Priority 2 - Every adult secure, responsible and empowered	A. Adults are enabled to live healthier lives
	B. Every adult secure, responsible and empowered
Priority 3 - A strong community in a clean, safe environment	A. Communities are strong and people feel safe <i>(also contributes to priority 2 – Every adult secure, responsible and empowered)</i>
	B. Streets, public realm and green spaces are clean and well maintained
Priority 4 - Extending opportunity, prosperity and planning for the future	A. Businesses supported to grow and employment opportunities expanded across the borough
	B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector <i>(also contributes to priority 2 – Every adult secure, responsible and empowered)</i>
	C. Adults supported to access learning improving their chances of securing or retaining employment
Priority 5 - Running a modern, efficient Council	A. Maximised use of assets and resources and services demonstrate value for money
	B. Effective governance arrangements and decision making processes are in place
	C. Staff listen and are responsive to customers to understand and relate to their needs
	D. Effective members, workforce and organisational culture

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

KEY TO PERFORMANCE MONITORING

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

Overall status (relevant to target)



Measure progressing above or in line with target set



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



Measure has not progressed in accordance with target set



Measure 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 Council Plan includes a total of 72 measures:

- 27 measures monthly
- 28 measures quarterly
- 2 measures termly
- 4 measures 6 monthly
- 11 measures annual

Indicators achieving their target

At the end of the third quarter (October to December) 21 measures had either met or had exceeded the target set in the Council Plan. This represents 40.4% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 34 (55.7%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met is Priority 5 (A modern, efficient Council).

The Council set 25 priority indicators for 2017/18 which represented the key measures that the Council wished to place particular focus on in the course of the year. Of these 25, 7 have hit their target in the course of the quarter. These were:

- 2.B2 – Number of Safeguarding investigations completed per 100,000 adult population
- 2.B8 - All age number of new permanent admissions to residential care for adults
- 3.B2(b) – Effective enforcement action taken where evidence is found – other environmental crime
- 3.B4 – Number of missed bins per 100,000 collections .
- 3.B5 - % of waste sent for reuse
- 4.A7 – Narrow the gap to the UK average rate of working population who are economically active
- 5.D3 – Reduction in Agency cost

Indicators not hitting their targets

A total of 22 (42.3% of those measured in the quarter) performance measures did not hit their target for the year in this period. 9 of these indicators were Council “priority measures”. This is an improvement on the previous quarter where ten priority measures did not hit the target. The priority measures that missed their target were:

- 1.A1 – Reduction in children in Need rate
- 1.A2 – Reduction in the number of children who are subject to a CP plan
- 1.A3 – Reduction in the number of Looked After Children
- 1.A7 – Reduce the number of disrupted placements
- 1.C1 – Smoking status at time of delivery (women smoking during pregnancy)
- 2.B9 – All total of number of people supported in residential care
- 3.A4(d) - % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy – obtained BTEC/NVQ
- 4.B1 - Number of new homes delivered during the year
- 5.D1 – percent PDR completion






Other Indicators

There are a number of measures rated as ‘measure information not yet available’ due to these being 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. For others, the Performance Report provides an overview of progress to assure Cabinet/Commissioners that progress is being made.






4 of these indicators are priority measures. 3 of these indicators are in this category as data is not yet available as it is on an annual basis and one does not have a target as it is a baseline year.

Summary tables by priority area






Priority 1 - Every child making the best start in life

	2 measures (13 % of those measured this quarter)
	3 measures (20 % of those measured this quarter)
	10 measures (67 % of those measured this quarter)
	1 measure
	No measures






Priority 2 - Every adult secure, responsible and empowered

	4 measures (44 % of those measured this quarter)
	1 measure (12 % of those measured this quarter)
	4 measures (44 % of those measured this quarter)
	1 measure
	1 measure






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

	6 measures (46 % of those measured this quarter)
	2 measures (15 % of those measured this quarter)
	5 measures (39 % of those measured this quarter)
	5 measures
	1 measure

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

	3 measures (60 % of those measured this quarter)
	1 measure (20 % of those measured this quarter)
	1 measure (20 % of those measured this quarter)
	2 measures
	4 measures

Priority 5 - Running a modern, efficient Council

	6 measures (60 % of those measured this quarter)
	2 measures (20 % of those measured this quarter)
	2 measures (20 % of those measured this quarter)
	3 measures
	No measures

PRIORITY 1:

**EVERY CHILD MAKING THE BEST
START IN LIFE**

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 Ofsted report that was published on the 29th January following the inspection in November last year confirmed that the Council has been given an overall rating of 'good', with sub judgement ratings of 'good' for children in need of help and protection; 'good' for leadership, management and governance; 'good' for adoption performance and 'outstanding' for the experience and progress of care leavers. Outstanding practice was also identified around the tenacious social work practice in tackling chronic neglect and innovative training and therapeutic support for adopters and their families.

The children looked after and achieving permanence was given a 'requires improvement' sub rating and there are also eight recommendations set down by Ofsted. Work will continue to improve these areas as part of the next steps taken.

Demand management is being explored further analysing the numbers of children entering the system and what can be done to ensure that those that require help, support and protection are in the right place at the right time with the right support provided to them and their families.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 1.A4 - 745 families engaging in the Families for Change cohort which exceeds the annual target (633) set by the Department of Communities and Local Government	Ref No. 1.A1 Reduction in Children in Need (CiN) rate (rate per 10K population under 18) - 407.3 shows a significant increase on quarter 2 (342.4) and suggests the Council are above the statistical neighbour average (Priority measure)
	Ref No. 1.A2 Reduction in the number of children subject to a CP plan (rate per 10K population under 18) – performance is 107.3 which is higher than statistical neighbours (56.6) and the national average (43.3) (Priority measure)
	Ref No. 1.A3 - Reduction in the number of Looked After Children (rate per 10k population under 18) - numbers have continued to rise (575 compared to 487 at the end of 2016/17) (Priority Measure)

Performance story/narrative:

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

Ref No. 1.A1 Reduction in Children in Need (CiN) rate (rate per 10K population under 18) (Priority measure) - There is no good or bad performance in relation to the number 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 demand at the end of quarter 3 (407.3) shows a significant increase on that of quarter 2 (342.4) and data suggests the Council are above the statistical neighbour average (372.68) and the national average (337.7). A large part of the increase in children in need work relates to a higher number of

referrals to social care throughout October, November and December, leading to more children's cases requiring assessment. A high level of scrutiny and oversight continues in relation to workflow, timely completion of work and proportionate decisions and resource provision.

One of the measures of success of the 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 are escalated. As the service starts to embed it may in the short term increase demand as it uncovers unmet need.

In the long-term, numbers of children needing these kinds of intervention are likely to stabilise closer to the benchmark averages.

Ref No. 1.A2 Reduction in the number of children subject to a CP plan (rate per 10K population under 18) (Priority measure) - There is no good or bad performance for the number of children subject to a Child Protection Plan (CPP), however the aim is to ensure performance is in line with the national average. The trend for the number of children with a CPP has increased to a rate of 107.3 per 10K population, (370 children at end of 2016/17 – 607 end of quarter 3), and remains higher than that of statistical neighbours (56.6) and the national average (43.3).

The increase in child protection numbers in recent months is stark, however managers are focussed on the need to avoid unnecessary volume whilst ensuring that those children who need it, receive the right child protection interventions. It is likely that given the more tenacious and effective approach of social workers in Rotherham, that there will be some sustained medium term increase in these numbers as children, who have not been appropriately safeguarded previously, now receive more effective interventions.

Ref No. 1.A3 - Reduction in the number of Looked After Children (rate per 10k population under 18) (Priority Measure) The numbers of looked after children has continued to increase and as at the end of December stood at 575 – an increase of 100 over the course of the previous 12 months. This brings the rate of LAC per 10k of population to 101.6 as compared to the statistical neighbour average of 81 and the national average of 62. However, the most significant increase occurred in the last quarter of 2017 amounting to 63 admissions to care and this coincided with the Complex Abuse Enquiry which has resulted in a disproportionate number of children having to become looked after in line with identified risks and need.

A 'Right Children, Right Care' senior management group has been established to review any new admissions and potentially increase discharges from care. The focus of this group will be to ensure the Edge of Care services are targeted appropriately to maximise their effectiveness and to review the current children in care population to identify potential cases where children can be progressed either into a permanent family home, (e.g. through completion of adoption process or Special Guardianship Orders/Care Arrangement Orders with their existing long term carers or family member), or rehabilitation to birth families. The first part of this review has been completed with systems data identifying over 360 children who potentially meet the relevant criteria. The best interests of the child remain paramount in any decision made and each case will now be individually assessed to ensure any discharge work is appropriate and will result better outcomes for the child.

Ref No. 1.A4 Increase the number of families engaging with the Families for Change programme as a percentage of the troubled families target - The target for the number of families engaging with the Families for Change programme is set by the Department of Communities and Local Government and has an impact on the amount of funding available. In order to be eligible for the attachment fees, Rotherham must engage with 633 families in 2017/18. The number of families identified for the programme now exceeds 100% of the target with year to date performance at the end of Quarter 3 being 745. This figure represents the response to recommendations from the Troubled Families Unit who completed a spot check in July 2017. A higher percentage of Early Help cases are now included in the Families for Change cohort and this will increase the opportunity to claim Payment by Results funding for positive outcomes achieved.

Corporate Plan action - 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

Ref No. 1.A5 - % children who are subject to repeat child protection plans (within 24 months) –

The number of children becoming subject to a Child Protection Plan (CPP) over a 12 month period has increased from 651 at the end of quarter 2 to 763 at the end of quarter 3. The proportion of children on a repeat CPP however is relatively stable at 9.6% compared to 9.5% at the end of the last quarter but continues to be higher than the target.

Given the large increase in children becoming subject to a new plan, the relative stability of this measure is positive, however it is well understood across the service that interventions and solutions for reducing risk for these children and families need to become more sustainable. In the medium term, performance against this indicator will not improve significantly, as some of the current business of social care teams is focussing on resolving the “legacy” issues associated with older social work practice but as quality of practice continues to improve and embed so will this measure.

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

Ref No. 1.A6 - Number of CSE referrals – The number of referrals in relation to CSE related risks are volatile and do not follow any identifiable trend. CSE continues to remain high on the RMBC and broader partnership agenda, a comprehensive suite of data allows analysis of single and multi-agency performance in this regard.

The overall number of all new referrals saw a significant increase between quarter 2 and quarter 3 (889 compared to 1282). However the number of new referrals which related primarily to CSE remains relatively stable (39 in quarter 2 compared to 48 in quarter 3). Quality assurance activity continues to be carried out in relation to CSE work in the borough (Evolve) and indicates that Evolve social workers are conducting good quality work which is often successful in making significant positive differences for young people. The area of continued focus and improvement is in relation to the embedding of broad understanding (beyond the specialist team) in relation to the features of CSE and ways to successfully intervene and disrupt activity.

Corporate Plan action - Placements - Improve Quality of Care for looked after children

Ref No. 1.A7 - Reduce the number of disrupted placements (Priority Measure) (definition: % of LAC who have had 3 or more placements - rolling 12 months) - Performance in respect of disrupted placements (LAC with 3+ moves in previous 12 months) has continued to improve from a month end high of 13.9% in August to a best performance position of 11.3% in December. This improvement has coincided with the implementation of the Intensive Intervention Programme (IIP) led by the Rotherham Therapeutic Team for those LAC who are the most vulnerable to a series of future placement disruptions (identified through child level intelligence data regarding prior placement stability, behaviour and the child’s emotional health and wellbeing).

This programme of intervention is having a discernible impact on stabilising the most chaotic and challenging of young people and on overall placement stability. Of the 21 children currently in receipt of IIP, 16 placements remains stable (others have had one move each). In addition 6 of these children had a history of repeat missing from care episodes, half of these children have had no missing episodes and the others have had only 1 episode since IIP involvement.

Ref No. 1.A8 – Reduction in the proportion of LAC commissioned placements - From April 2017 to December 2017 the Out of Authority (OoA) panel successfully transitioned 10 young people from OoA residential placements to Independent Fostering Arrangements (IFA's), Semi-independence or rehabilitation. Work has started on identifying the next cohort with 7 young people already identified for similar step-down planning, with up to a further 5 young people needing to be identified.

However, due to the increase in overall numbers of LAC in an already saturated market, as at the end of December there were 57 LAC in OoA residential placements and 232 in IFA placements.

Recruitment of foster carers over the course of 2017 was above target (19 new foster families and 30

new placements as compared to the target of 25 new placements) but this has been stretched to 25 new foster families and 35 new placements for 2018.

This will be supported by a number of initiatives within the fostering recruitment team, including the dedicated marketing post, Mockingbird, the Virtual Assessment Team and Muslim Foster Carer project.

Ongoing risks and challenges ahead:

As detailed above, the most significant risk remains the ongoing increase in numbers of Looked After Children (LAC) leading to a saturated placement market. The lack of capacity leads to increased chances of poorly matched placements which in turn increases the chances of unplanned placement disruptions and further placement instability.

Reducing the overall number of LAC over the course of 2018 will therefore be the key objective for the Council.

Weekly performance meetings continue to take place across social care and early help. Any concerns are flagged up to heads of service and assistant directors. The monthly performance board continues to provide challenge to heads of service in relation to poor performing areas.

In future years the percentage of Troubled Families funding available through attachment fees (or family engagement) will decrease and it will be necessary to identify payment by results outcomes to sustain current levels of funding.

PRIORITY 1: EVERY CHILD MAKING THE BEST START IN LIFE

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:

The annual measure for the number of young people aged 16-18 who are Not in Education, Employment or Training (NEET) is now an average taken from December, January and February performance. The local target for 2017/2018 is 3.1% which will be reported on at the end of Quarter 4. December is the first month which will be used to inform performance against the target and was 3.2%. Work continues in the service to engage with young people who are NEET and there is a focus at the fortnightly performance meetings to ensure best practice is shared amongst managers to maximise the results.

The proportion of children and young people attending a good or better school in Rotherham has increased by 2.5% from September 2017 to December 2017. The Department for Education (DfE) academy conversion programme has a significant impact on the improvement of the aggregated Ofsted school profile for Rotherham. The first inspection for all new schools, including academies, will usually take place within three years of opening. If a convertor academy school opens they retain their latest Ofsted judgement and this is reported against the school, aggregated local authority and national averages until their first school inspection (usually during the third year of the school opening). If a sponsored academy opens their latest Ofsted judgement is currently removed from the school, local authority and national aggregated profile. Schools with a 'requiring improvement' judgement that open as convertor academy schools can retain that 'requiring improvement' judgement for up to five years if they were due an inspection at the time of conversion.

Exclusions continue to be challenged via the Social Emotional and Mental Health (SEMH) partnership model and the Secondary Fair Access Protocol has also been aligned to partnerships to add further challenge.

Conversions from Statements to Education Health and Care Plans (EHCP) continue to be monitored via Performance Clinics.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 1.B1 (b) – % of early years settings which are good or better - There have been significant improvements in Rotherham's good or better Ofsted inspection outcomes for Early Years registered providers - 2.8% above the national average of 93.7%.	Ref No. 1.B3 – The number of young people aged 16-18 who are Not in Education, Employment or Training (NEET) was below target in December - 3.2% against a target of 3%. Work is ongoing to ensure young people are supported.
	Ref No. 1.B4 (a) Increase the number of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014) – 40% (Oct-Dec 17) against a target of 90% by April 2018.
	Ref No. 1.B4 (b) Increase the number of Statements transferred to Education Health and Care Plans (based on Conversions cumulative from September 2014). There is a mandatory deadline of 31 st March 2018 to have completed all conversions.

Performance story/narrative:**Council Plan action - Sustainable Education and Skills**

Ref No. 1.B1 (a) % children and young people who attend a good or better school – The proportion of children and young people attending a good or better school in Rotherham has increased in recent years to a high of 86.2% (Aug 16). However, the Rotherham local authority average decreased to 81.5% at the end of quarter 2 (Sept 17) but has increased by 2.5% to 84.0% from September 17 to December 17. Of the six primary schools inspected during this period all received a 'good' overall OFSTED judgement. Two schools re-opened as new sponsored academies in December 2017, the OFSTED inspection judgements were removed from these schools on conversion. The latest comparison to the national average is 89% as at 31st August 2017.

The local authority meets with the Senior Regional OFSTED Her Majesty's Inspector (HMI) and the DfE Regional Schools Commissioner (RSC) on a termly basis to discuss the performance of Rotherham schools. This allows the local authority to raise any concerns it may have about the performance of academy schools with the RSC.

Rotherham School Improvement Service (RoSIS) offers a range of services to schools through working with many strategic partners including a recently designated local teaching school, external teaching school alliances and agencies including Olevi, Kyra Research School and South Yorkshire Maths Hub. This is a schools-led offer based upon school's needs and focuses on prevention rather than intervention that provide both support and challenge.

Ref No. 1.B1 (b) – % of early years settings which are good or better - There have been significant improvements in Rotherham's good or better Ofsted inspection outcomes for Early Years registered providers. In October 2009 Rotherham's data demonstrated only 50.2% of registered providers received good or better Ofsted inspection outcomes. Rotherham's current data (December 2017) shows 96.5%. Current data consist of 226 registered providers with 7 receiving requires improvement (RI) and 1 receiving an inadequate judgement from Ofsted.

National data (August 2017) indicates 93.7% and Yorkshire and Humber data shows 95.5% received good or outstanding Ofsted grades. Overall Rotherham is above both national and Yorkshire and Humber performance which ensures high quality Early Education and Childcare for Rotherham children. National data changes quarterly so it is difficult to compare Rotherham's quarterly figures against each other. There is a fluctuation in the numbers of registered providers with provisions registering or deregistering which affects the overall data.

Council Plan action - Sustainable Education and Skills – Reduce the number of school days lost to exclusion

Ref No. 1.B2 (a) & (b) – Reduction in the number of exclusions from school which are i) Fixed term (Secondary school) and Reduction in the number of exclusions from school which are ii) Fixed term (Primary school) - Fixed term exclusions have risen during quarter 3 in both the primary and secondary age phases in comparison with quarter 2. Much of this discrepancy is due to the summer break occurring during quarter 2, resulting in a corresponding reduction in fixed term exclusions. It is pleasing to note that when the secondary school figures in quarter 3 2017 are compared with quarter 3 2016 (895 fixed term exclusions quarter 3 2017 and 1097 fixed term exclusions quarter 3 2016) there is a marked reduction. The secondary schools' ongoing and evolving collective responsibility for ensuring children and young people's Social Emotional and Mental Health (SEMH) needs are met within their local mainstream school is now impacting on both permanent and fixed term exclusions.

Conversely the primary school figures have risen (108 fixed term exclusions quarter 3 2017 compared to 84 fixed term exclusions quarter 3 2016). What has become evident during the school year 2016 – 2017 is that our primary schools have not developed their SEMH offer as robustly as their secondary colleagues. Their collective partnership working has lacked cohesiveness due to a number of factors: the sheer number of individual settings; limited strategic SEMH leadership capacity, fewer available options in terms of alternative provision and an increase of young children entering the educational system with increasingly complex needs. This is being addressed through the following actions: establishing a borough wide SEMH Strategy alongside colleagues from Early Help, Social Care and Health; reorganising the SEMH Team to provide a Primary Outreach Team to support children to remain

in their primary settings and challenge schools to provide earlier intervention; and reconfiguring the Educated Other Than at School (EOTAS) Team to offer a more robust challenge response to those schools with rising numbers of fixed term exclusions and/or at risk of permanent exclusion.

Council Plan action - Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training

Ref No. 1.B3 – The number of young people aged 16-18 who are Not in Education, Employment or Training (NEET) - Performance is measured for 'Not in Education, Employment or Training (NEET)' based on academic age 16 and 17 (Year 12/13).

The position at the end of December shows a NEET figure of 3.2% (against a local target of 3.0%) and a Not Known figure of 4.0% (against a local target of 2.5%). December was the first month of our 2017/18 measure (target of 3.1% NEET and 2.6% Not Known).

Data sharing exercises will be maximised and follow up will continue, as will work to re-engage the NEET cohort, both centrally and across all localities.

Latest comparison data available is for November and shows that in respect of Not Known figures, Rotherham are stronger than national, whilst being in line with both region and statistical neighbours. With regard to NEET figures Rotherham are currently showing better results than both statistical neighbours whilst being in line with the regional return.

Council Plan action - 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

Ref No. 1.B4 (a) & (b) – Increase the number of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014) and Increase the number of Statements transferred to Education Health and Care Plans (based on Conversions cumulative from September 2014) - All Education Health and Care Plan (EHCP) completions and conversions are measured nationally on an annual basis as a cumulative target. The monitoring of these two targets takes place fortnightly with the involvement of the Performance and Quality team, which both challenges and supports the development of greater accuracy and scrutiny of data.

The percentage of completed new EHPs within 20 weeks has fluctuated over this year due to the necessary prioritising of conversions needed below. It has gone from 47% in quarter 1 to 87% in quarter 2. (This is when the schools were on summer holiday so both conversions and completions of new EHCPs saw improved performance). Quarter 3 performance has fallen to 40%, as conversions and requests for new EHCPs continue. Cumulative performance over the year therefore stands at 58%.

There is a statutory target to complete all conversions of Statements of Special Educational Needs to the new EHCPs by 31st March 2018. The team had 998 statements to convert. The Rotherham team have currently completed 82% (824/998) which includes a number that were ceased, (70% when not including those that have ceased). This has risen from 48% (477/998) at the end of quarter 1 and is a significant achievement for the team.

Of the 998 cases due to be converted from September 2014, the review process has meant that 146 statements have been ceased due to the following reasons:-

- Schools leavers who do not require an education, health and care plan;
- Students with statements leaving Rotherham to live in another area;
- An annual review has been determined that their needs can be met through early intervention

At the end beginning of quarter 4, 178 (18%) statements remain to be converted (not including those that have ceased). Of these, 170 have commenced. A plan is in place and additional staffing to achieve the target by the deadline and daily monitoring taking place.

Ongoing risks and challenges ahead:

Ref No. 1.B1 (a) and (b) - The Department for Education academy conversion programme still has a significant impact on the improvement of the aggregated Ofsted school profile for Rotherham. There are a number of multi-academy trusts within Rotherham who work in partnership with the Rotherham Local Authority School Improvement Service while some have made the decision to work with schools within their own trust and don't engage with the local authority. Rotherham Local Authority School Improvement Service continues to encourage all schools to work with the service and engage in best practices.

The Early Years and Childcare service will continue to target support at all providers with higher support being offered to providers who are at risk of receiving Requires Improvement (RI) or Inadequate or who receive RI or Inadequate Ofsted judgements. If more providers receive RI or Inadequate this will have an impact on the level of support the service can provide. Non early education funded providers are also able to decline or refuse support. This could have an impact on the judgement they receive which can affect the quality of provision for children.

Ref No. 1.B2 (a) & (b) - There has been a fall during quarter 2 for fixed term exclusions, however although permanent exclusions were removed from the Corporate Plan due to successfully falling numbers in 2016/17, there has been a recent and significant rise over the Autumn first half term. The number for secondary permanent exclusions already stands at 13 since September, with primary numbers at 1. This is being monitored and once the schools collective responsibility partnership is fully embedded this should start to impact on children remaining in school rather than being excluded.

Ref No. 1.B3 - In order to ensure that the challenging targets for 2017/18 are met, remedial work to address the shortfall experienced in December will be discussed at the Early Help Performance meeting and actions agreed.

Ref No. 1.B4 (a) & (b) - There continues to be great pressures on the team to deliver to the national timetable for conversions to Education Health and Care Plans (EHCPs) at the same time as meeting timeliness targets. The numbers of conversions to EHCPs that have been completed are now being monitored monthly by the DfE as this is a challenging area for many local authorities.

The progress and performance of both new and converted EHCPs is now a regular discussion item at the Children and Young People's Services monthly Performance Board and fortnightly performance meetings held.

Outcome: 1C. Children, young people and families are enabled to live healthier lives

Lead accountability:**Terri Roche**, Director – Public Health**Overview of progress:**

Public Health (PH) commission services for smoking cessation in pregnancy. The Provider is performance managed using a Key Performance Indicator (KPI) measured by number of quits and not a percentage. The figures achieved by the Service for 2017/18 are outlined in the table below:

2017/18	Quit
Q1 (April to June)	34
Q2 (July to September)	37
October 2017	11
November 2017	21

The KPI is to average 12.6 quits a month. However, due to the November figure, the Provider has now achieved an average of 13 a month, so is on target.

The Smoking Status at Time of Delivery (SATOD) data for 2016/17 for Rotherham was 17.0%, the local target was to achieve 18.4% or below. The 17.0% annual figure was the lowest achieved so far and skewed by a very low quarter 2 (12.1%). The 2017/18 target is an aspirational target of 17% due to the reasons given in 'Ongoing risks and challenges ahead' section (see below). Quarter 1 2017/18 provisional data was 20.0% with Quarter 2 data 21.2%, both well above target (lower is better) It now seems unlikely that the target of 17.0% for full year 2017/18 will be achieved so has been shown as an 'Area of concern'. Quarter 3 data is due March 2018.

Exceptions:

Good/improved performance:	Areas of concern:
	<p>Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure) Provisional data for Q1 2017/18 (20.0%) and Q2 (21.2%) were both well above target (lower is better) It now seems unlikely that the target of 17.0% for full year 2017/18 will be achieved.</p> <p>Mitigation against further increases includes working with Children's Centres to support and encourage pregnant women and their families. A target of 17% has been written into TRFT service specification for 2018/19.</p>

Performance story/narrative:

Council Plan action - Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles

Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure) – Public Health are continuing to commission specialist stop smoking in pregnancy services. The Provider refers all mothers-to-be who smoke to a Stop Smoking Midwifery Team for one-to-one specialist support. This includes measurement of all pregnant women's carbon monoxide (CO) levels (to detect smoking) at every visit.

Ongoing risks and challenges ahead:

The Smoking Status at Time of Delivery (SATOD) target for 2017/18 is an aspirational target of 17% as the annual data for 2016/17 included a very low quarter which skewed the outcome figure of 17%. Additionally there has been a reduction in funding for the smoking midwifery service of 36%.

The impact of this is not yet known however work is taking place to mitigate any increase (see below). It is also a transition year where the general Stop Smoking Service will become part of the Wellbeing Service which may also impact on this target.

Rotherham also has high rates of smoking in pregnancy as it is a deprived area and all smokers are identified. Every woman is CO monitored at each visit to midwifery (system in place from after Q1 2016/17) whereas data for our statistical neighbours is based on self-reported smoking status. Stop Smoking Statistics for pregnant women setting a quit date as at Quarter 2 2017/18 shows Rotherham has higher rates of successful quitters (CO validated) than Barnsley or Doncaster:

Number of pregnant women setting a quit date - Rotherham 103, Barnsley 71, Doncaster 113.
Percentages of self-reported successful quitters which were CO validated (confirmed quits):
Rotherham 53%, Barnsley 32%, Doncaster 36%.

Public Health is also working hard to mitigate the risk of the numbers of smoking at time of delivery going up. Mitigation includes working with Children's Centres. One member of staff from each Centre is fully trained and ready to support pregnant women and their families. Referral pathways are in place where the specialist stop smoking service refers pregnant women at the 7 week+ stage of the programme to children centres for ongoing support and encouragement. Public Health is working with generic stop smoking services to identify how to support significant others as well.

The Service is also looking at a new model of working for 2018/19 to try and achieve more quits.

PRIORITY 2:

**EVERY ADULT SECURE, RESPONSIBLE AND
EMPOWERED**

PRIORITY 2: EVERY ADULT SECURE, RESPONSIBLE AND EMPOWERED**Outcome: 2A. Adults are enabled to live healthier lives****Lead accountability:****Terri Roche**, Director – Public Health**Overview of progress:**

Public Health successfully procured new drugs and alcohol treatment and recovery services contracting for services going forward from 1st April 2018. These are performance managed in the contracts with the providers.

No data is available for Quarter 3 2017/18 at present. The most recent 2016 and 2017/18 quarter 1 and 2 data shows performance has declined especially for opiates where data is well outside the local comparators top quartile and red RAG-rated compared to England. Therefore, opiates data is shown as an area of concern. Non-opiates data declined recently but was stable for the latest quarter (Q2) and is also similar to England therefore it has not been shown as an area of concern.

Public Health continues to work with current providers to improve services.

Exceptions:

Good/improved performance:	Areas of concern:
	<p>Ref 2.A1 a) Successful completion of drug treatment (opiate users (aged 18-75)) – Although data is not available for Q3 2017/18 opiates data has decreased over the most recent 4 quarters, is outside LA comparators top quartile for Q1 and Q2 2017/18, and below England at Q2 2017/18 i.e. 3.5% compared to 6.7% (higher is better)</p> <p>Public Health has increased the performance management on this area, including trying to support in areas such as transfers to GP shared care, and facilitating joint work with the recovery service. A new provider has been contracted for services from April 2018 with clear expectations for improved recovery targets (exits)</p>

Performance story/narrative:**Council Plan action - Implement Health and Wellbeing Strategy to improve the health of people in the borough**

Ref 2.A1 a) and b) Successful completion of drug treatment (opiate users (aged 18-75) and non-opiate users (aged 18-75)) – Opiate exits remain a performance challenge for the current service provider (3.5% against a national rate of 6.7% as at quarter 2 2017/18) and ranks outside local authority comparators top quartile range of 7.8% – 11.0%. Public Health have increased the performance management on this area, including trying to support in areas such as transfers to GP shared care, and facilitating joint work with the recovery service. Provider is looking at other areas with better rates of recovery to learn about other ways of working. Assurance reports are being received monthly.

The current provider will cease to deliver this service after 31st March 2018 and is now making preparations to handover to CGL (new provider) There are clear expectations for improved recovery targets (exits) in the new contract, and CGL will be bringing a model that has been developed and trialled elsewhere to improve performance, which is for 1.5% increases annually from the provider starting point (April 2018 so based on 2017/18 Quarter 4 position) This should bring Rotherham back into local comparators top quartile (assuming no significant upward shift across comparators) by 2020.

As the 'easier' clients have left the system the ones that remain are longer term users, and therefore coming off methadone is not possible quickly e.g. reducing by 5 mls at a time from a level of 120mls can take 2 years. The exit from treatment has to be for 6 months before it is counted in the system, which contributes to the long time lag on this target. It will therefore take a period of time before CGL are able to fully assess the entire client group and apply the new service model to all the clients, and to focus on those who want to recover from their opiate addiction. Building motivation, and linking clients into the recovery capital (education, jobs, volunteering, better housing, rebuilding family links) that is needed for recovery cannot be delivered in a matter of weeks.

Performance on non- opiates has also declined. At Quarter 2 2017/18 36.8% had successfully completed compared to 37.2% nationally. This was close to LA comparators top quartile range of 37.8% – 46.9%. This is expected to increase alongside the opiates target.

Ongoing risks and challenges ahead:

Also see 'Performance story/narrative' above.

RDASH have raised the overall delivery of this service as a risk in their internal risk register due to the possibility of staff who choose not to TUPE to the new provider, or are redeployed and leave the service prior to 31st March. Due to the time lag on successful exits being recorded and the preparation work needed with clients it is unlikely that many more clients will exit the system before the end of March. Efforts in RDASH are now being redirected towards the demobilisation of the service, including the transfer of patient information, and gaining approval for that on an 'opt out' basis, and planning for prescriptions to be continuous through the handover period. So far the service mobilisation is going well, with a good level of cooperation from the current provider, and a strong presence and plans from the new provider.

PRIORITY 2: EVERY ADULT SECURE, RESPONSIBLE AND EMPOWERED**Outcome: B. Every adult secure, responsible and empowered****Lead accountability:**

Anne Marie Lubanski, Strategic Director Adult Social Care and Housing

Overview of progress:

In summary, the overall performance for this outcome is positive. Seven out of the nine Priority 2 Outcome B Council Plan measures are able to be rated against targets in Quarter 3. Of these, four are on target, two are off target, one is progressing satisfactorily and two indicators are not applicable for an outcome measure

Data required to monitor council plan indicators is now drawn exclusively from Liquid Logic. The Directorate continues to complete data quality actions and develop enhanced performance reporting; a data cleansing specialist has been recruited and will commence in Quarter 4 to identify and rectify data quality issues.

Exceptions:

Good/improved performance:	Areas of concern:
Ref 2.B2 - No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population adults (over 18 years) (priority measure) – This indicator has seen a significant increase in performance during Q3. Q3 performance is close to expected year end out turn which offers assurance target will be met	Ref 2.B4 Proportion of Adults receiving long term community support who received a Direct Payment – This indicator has shown an a decline in direction of travel in Q3 and is now rated red. Current performance does not include that of our NHS Mental Health partner which is further expected to impact performance.

Performance story/narrative:**Council Plan action - We must ensure we “make safeguarding personal”**

Ref 2.B1 Proportion of Safeguarding Adults at risk who had engaged in determining their outcomes and of those who responded, the proportion who indicated that they felt their outcomes were met

Performance in Q3 remains continues to be significantly above the 85% target. Staff continue to pro-actively work with vulnerable adults at risk of any safeguarding concerns, ensuring they are at the centre of the enquiry staff will continue, to ensure the outcomes they wish to achieve are recorded and captured throughout the process. Although there has been a decrease from reported high of 99% in Q1 and Q2, the numbers not achieving outcomes are very low (6). Outcomes are set according to individual wishes and for that case may not always be achievable i.e. (police prosecution)

Ref 2.B2 No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population adults (over 18 years) (priority measure)

Year to date performance as at Q3 of 244 per 100,000 population relates to 502 completed enquiries against a year-end target of 511.

Safeguarding staff are committed to undertaking Section 42 enquiries within a reasonable timescale, which will vary from case to case and this is recorded to evidence (in LAS) that the process has been completed in full. Quarter 3 data demonstrates that target will be met, if current performance trajectory

continues. Actions taken by the Safeguarding Boards and the Council to increase awareness of Safeguarding has ensured individuals are aware of how to report suspected abuse and has supported the attainment of targets set.

Council Plan action - We must ensure that information, advice and guidance is readily available (e.g. by increasing self-assessment) and there are a wide range of community assets which are accessible

Ref 2.B3 Number of people provided with information and advice at first point of contact (to prevent service need)

Quarter 3 has seen a 15% increase in the number of people offered information and advice at first point of contact. The improvement is attributed to the delivery of actions linked to the Adult Care improvement plan to improve accessibility to information and advice. Actions taken in Q3 include; the development of a range of printed/e-booklets on Connect to Support, Achieving Independence at Home and Options for Care and support.

A six month pilot with voluntary sector organisations; Active Independence and Age UK has commenced to strengthen information and advice provided at first point of contact. The pilot offers opportunity to further develop and improve the “front door” offer and although in initial stages is demonstrating good evidence of both partnership working and an increase in new requests for information/advice being provided not resulting in a formal request for care and support.

Council Plan action - We must improve our approach to personalised services – always putting users and carers at the centre of everything we do

Ref 2.B4 Proportion of Adults receiving long term community support who received a Direct Payment (excludes managed accounts)

Performance in Quarter 3 has declined slightly on that reported in previous quarters; Overall performance has been impacted by an increase in numbers of Adults in receipt of long term support and a slight reduction in those receiving direct payments. This indicator is measured as a “snapshot” at the end of each period and as such slight fluctuations are expected. As person centred and strength based assessments continue to embed, the Council will further promote service user control and improve the ‘up take’ of Direct Payments which offer much more independence and flexibility for service users than traditional building based services.

Ref 2.B5 Number of carers assessments

The resolution of resource and capacity issues in Quarter 3 has stabilised performance on the number of carers assessments completed. The Council currently operates a triage function for carers of new customers. Carers receive a phone call on the same day to discuss their recent contact, signposting/advice and information is given and arrangements to complete a carers assessment either over the telephone or face to face depending on the wishes of the customer/carers.

Carers services have been reviewed and the following actions taken:

- The Dementia Cafés service is being retendered with a contract in place from 1st April 2018
- The Carers Emergency Scheme has also been reviewed and alternatives models are being considered in a co-production exercise with the independent living service.

Council Plan action - We must focus on maintaining independence through prevention and early intervention (e.g. assistive technology) and enablement and rehabilitation

Ref 2.B6 The proportion of people (65+) still at home 91 days after discharge into rehabilitation

(offered the service) (Priority Measure)

This annual measure's cohort and activity data is captured from hospital discharges during October – December period. Outcomes are tracked after 91 days of ceasing intermediate care or reablement services. Note that this is a mandated methodology as part of the annual statutory Adult Social Care Outcomes Framework (ASCOF) return.

The percentage and numbers captured within the 3 month sample cohort have been historically low (less than 2%). A recent review of the service has led to a more co-ordinated approach to reablement across health and social care leading to better outcomes and an increase in capacity with an additional provider being commissioned in Q3 (on a 9 month pilot). This will benchmark performance closer to statistical neighbours and that of other Yorkshire and Humber Councils.

Performance dashboards are being developed to monitor activity, outcomes and performance to get a better understand of the reablement cohort and any changes that need to be made to widen the cohort.

Ref 2.B7 Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support

This measure continues to perform well (87.4%) and remains above the target of 75%. The Council continues to implement improvements to the existing offer as part of the improved Better Care Fund. The recent review of the reablement service has led to a more co-ordinated approach which has led to a timelier and outcome focussed response and increased capacity. New ways of working have supported the discharge of people from hospital, assisting in reducing delayed transfers of care (DTOC) and inappropriately occupied beds within the Rotherham NHS Foundation Trust. It has also increased opportunities to reduce, delay and prevent dependency on formal care services and increase opportunities for integrated working with health and the voluntary sector.

Council Plan action - We must commission services effectively working in partnership and co-producing with users and carers. We must use our resources effectively

Ref 2.B8 All age numbers of New permanent admissions to residential/nursing care for adults (Priority measure)

Performance in Quarter 3 remains on track despite a marked increase in admissions when compared to the previous quarter. New placements continue to be monitored closely; Older people admissions are further monitored through the governance arrangements of the "Better Care Fund" (BCF) and "Improved Better Care Fund" (iBCF). Actions detailed within the BCF, iBCF and Adult Care improvement plan are actively supporting individuals to remain in their own homes and promote independence.

Quarter 4 will see targeted activity take place to review individuals in short stay placements in a timely manner to mitigate against an increases in long stay admissions resulting from these placements.

Ref 2.B9 All age total number of people supported in residential/nursing care for adults (Priority Measure)

Since April 2017, 176 people have started a permanent residential/nursing service and 231 people have ended a permanent residential/nursing service. This is a positive direction of travel. However, the gains in performance have been partially compromised by 95 customers who are currently in a short stay residential bed over 28 days (potential 271 admissions in year).

Slower than anticipated progress is down to number of factors including:

- the functionality of assessment and support planning

- the ability to balance workloads
- proactive implementation of systems and processes that support practitioners
- an increase in support to reduce Delayed Transfer of Care in the hospital through use of intermediate care

The Council's drive to minimise residential admissions is an integral part of the Adult Care improvement Plan, which was developed during the summer of 2017. The purpose of the Plan is to address key areas which require immediate attention to improve Adult Care performance and customer experience. The plan is overseen by a Board chaired by an independent social care expert from the Local Government Association.

There has been positive movement against elements of the Plan with steps put in place to reduce demand at the front door and therefore a reliance on residential care. This includes:

- Single Point of Access (SPA) - this involves more intensive triage of cases to sign-post effectively to alternative options, use of the voluntary sector within the SPA team to offer practical advice and Occupational Therapy to divert people away from unnecessary care packages through rehabilitation and use of equipment, including assistive technology.
- increased use of reablement to rehabilitate people to become more independent and reduce future care package requirements, including the purchasing of external provision to supplement in-house provision
- use of strength based assessments to maximise independence and ensure that overprovision / risk based social work practice is reduced including over reliance on intermediate care and short stay placements
- Brokerage Service developed to challenge external provider prices and find the best value care package solutions as an alternative to residential care

Ongoing risks and challenges ahead:

Continued budget pressures, delivery of the Adult Care Improvement Plan actions and embedding of the strength based approach are collective risks to the overall attainment of the Council Plan targets for 2017/18. These risks will require consideration when targets for 2018/19 are set.

Short term placements and the likely impact on permanent admissions to residential/nursing care are being closely monitored to mitigate any negative impact on performance.

Robust performance management and governance reporting arrangements remain in place.

PRIORITY 3:

**A STRONG COMMUNITY IN A CLEAN, SAFE
ENVIRONMENT**

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:

Measures on tackling anti-social behaviour (ASB), hate crime, and domestic abuse, have been impacted on this quarter due to changes in the system used by South Yorkshire Police to gather statistics which are used by the Council to measure progress. Although not a Council Plan measure it is encouraging that the numbers of recorded ASB in quarter 3 is 2,367 (a 28% decrease on quarter 3 in 16/17 and a continuation of the downward trend recorded in quarter 2).

The number of positive outcomes to Hate Crime investigations has also seen an increase of around 2% on the same period last year.

It is important to note that the Licensing Service has achieved 100% compliance in all 4 components measured to demonstrate adherence to the Council's Hackney Carriage and Private Hire Policy. The Council is also involved in efforts to improve the Licensing framework nationally through a working group set up by the Department of Transport.

Exceptions:

Good/improved performance:	Areas of concern:
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) – performance against 3 elements of this indicator is at 100%., the BTEC qualification measure is at a highest return this financial year at 94.4% ,	

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

Ref No. 3.A1 a) Public perception of ASB and b) Reduce number of repeat victims

At the date of completion of this report, the Q3 data has not been received from the Police.

All Quarter 3 data only covers the period up to 5/12/17 due to the introduction of new Police systems.

Staffing shortages within the Police analyst team has restricted their capacity to deliver due to work they are already committed to through the Joint Strategic Intelligence Assessment, (JSIA) process.

Ref No. 3.A2 Increase the % of positive outcomes for reported Hate Crimes - Performance for quarter 3 has seen an increase in positive outcomes in relation to hate crime (improved from 15.19% quarter 2 to 17.86% quarter 3). This is an indication that the work to increase satisfaction and outcomes in relation to hate crime is beginning to impact positively. Progress continues to be monitored through the Safer Rotherham Partnership who are establishing a new priority group to support work in this area. Data is only available up to 5th December 2017 due to the introduction of a new Police system.

Ref No. 3.A3 People at risk of domestic abuse, who are given successful support to avoid harm,

secure and maintain accommodation - The outcomes for this measure are obtained from Rotherham Rise which provides both refuge and floating support to those at risk of domestic abuse. The outcomes are measured on a client base of 186 people from a variety of economic backgrounds and tenancy types. This measure determines the success achieved in supporting the clients to avoid harm, maintain and secure accommodation.

Key achievements over the previous quarter include the following:

- County-wide perpetrators programme has gone to tender and has been awarded to Community Rehabilitation Company (Sedexo Justice)
- Peer review by Bradford City Council, the initial verbal feedback received was positive, although there are some issues which require further attention. The written report is due March 2018.
- The Charter containing standards for all agencies is completed and has gone to Domestic Abuse Priority Group, (DAPG) board for approval.
- Revision of domestic abuse protocol for HR managers within RMBC
- Multi-agency domestic abuse protocol completed and submitted to DAPG for approval
- White Ribbon Awareness day, supported by Rotherham Rise, Apna Haq and the Council.
- Deep drive exercise conducted to understand the issues relating to housing and priority moves as a result of domestic abuse. This has led to a review of policies and procedures.

Council 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) - Performance in relation to all four requirements has improved and is now at 100% for 3 elements with the fourth for drivers with the BTEC qualification at 94.4%.

- Number of licence holders that have subscribed to the DBS Online Update Service where this is required;
- Number of drivers that have completed the Council's safeguarding training;
- Number of licensed vehicles that have a taxi camera system fitted in accordance with the Council requirements;
- Number of drivers that hold the Business and Technology Education Council (BTEC) or equivalent qualification.

Performance in relation to the number of drivers that hold the BTEC or equivalent qualification has improved over the third quarter of the year, increasing to 94.4%. This increase is due to the licensing service issuing suspension notices to all drivers that had not provided evidence of them having a satisfactory qualification. The suspension notices gave the drivers 21 days within which to provide evidence of them holding the qualification, or documentation confirming that they had booked on a suitable course to be completed within the next 2 months. 60 drivers have provided satisfactory evidence that they have enrolled on a course.

The suspension took effect at the end of the 21 day period, meaning that any driver that did not provide the required evidence within the stated timescale would be unable to work as a licensed driver in Rotherham.

To date, 34 hackney carriage/private hire driver licences have an active suspension in place (meaning that they cannot work as a licensed driver). This equates to 3.1% of current licence holders. In the previous quarter, it was reported that 4% of drivers had failed to provide evidence of them holding the qualification or making arrangements to attend a course. The current figure of 3.1% is an improvement on the position at the end of quarter 2, but does not represent the actual increase in compliance as a number of drivers have not renewed their licences or have surrendered them. In total, there are 15 drivers that have either surrendered their licence or allowed it to expire since the suspension notices were issued. The reasons for the surrender or failure to renew are not clear, but anecdotal evidence suggests that in a number of cases it is due to the driver not being willing to comply with the BTEC requirement.

All driver's whose licence is actively suspended have been written to and asked to return their licence, any that fail to do this will be passed to the enforcement team for action. In addition, any vehicle

licences that are held by the suspended drivers will also be suspended – unless another licensed driver is also insured to drive the vehicle. All private hire operators will also be informed of drivers that have active suspensions in place. A further report on this activity will be provided in the year end update.

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

- The Licensing Service has been working with colleagues from Customer, Information and Digital Services in order to review and reengineer key processes within the service in order to improve their effectiveness and efficiency
- Provided written evidence to the Department for Transport regarding concerns around the current licensing framework within the UK. The Licensing Manager will be attending a meeting of a working group set up to discuss these concerns and will provide further information to the group in the hope that standards can be improved nationally
- Following a round of recruitment, two appointments have been made to the vacant posts of Licensing Enforcement Officer. Both of these officers are expected to commence employment early in quarter 4 2017/18. These are the last two remaining vacancies in the licensing team
- Licensing have continued to work closely with officers from neighbouring authorities, South Yorkshire Police and the National Crime Agency to ensure that robust action is taken regarding licence holders that are alleged to have been involved in the sexual exploitation of children and vulnerable adults. This has seen the immediate revocation of 3 driver licences in quarter 3 2017/18.

Council Plan action - Create a rich and diverse cultural offer and thriving Town Centre

Ref No. 3.A6 & A7 Number of Engagements with the Councils Culture and Leisure facilities which help adults and children learn, develop their skills or get a job/ Customer satisfaction with the service - In quarter 3 the number of engagements has risen again, by 7,454, this has predominantly due to an increase in school visits at the start of the academic year. Quarter 3, however is the winter period with water sports closed and poor weather meaning less attendance by schools and colleges.

Pantomime season at the Civic Theatre also impacted on the number of engagements with amateur performances unable to be held in December.

Customer satisfaction remains high in Libraries and in the Customer Service Centres with a reported satisfaction rate of 99.76%. Satisfaction at Heritage sites has increased by 5.1% since quarter 2.

Ref No.3.A8 Pedestrian Footfall in Town Centre – The closure of Primark in November 2017 resulted in the loss of a significant footfall generator from High Street, and has contributed to a footfall figure of 4,526,577, a 11.5% decrease on the same quarter in 2016/17.

Progress towards delivering the town centre masterplan has been maintained. Demolition works on the former Magistrates Court were substantially completed providing a cleared site for development as part of the Forge Island Scheme. An application was submitted in December to Sheffield City Region seeking funding to deliver enabling works for the Forge Island scheme and public realm improvements in the town centre. An agreement has been reached to temporarily relocate the bus station to Forge Island to allow improvement works to progress at Rotherham Interchange subject to planning permission. The Council is enabling early progress by having secured ownership and control of Forge Island to deliver an investable proposition to be presented to the market at the end of January 2018. Works are progressing on the development of the University Centre Rotherham and the centre is on target to open in September 2018.

Free all day Saturday parking in over 500 spaces at Forge Island was maintained and extended to include parking in all Council owned on and off street parking bays in the six Saturdays leading up to Christmas. Free Parking in the run up to Christmas was extensively promoted through social media, shop window vinyl's, website carousel, a front page banner in the Rotherham Advertiser, a banner in the indoor market, magazine advertising and posters distributed to retailers.

A programme of events was delivered over quarter 3. Christmas events included Christmas Lights Switch On, Festive Winter Wonderland, a Victorian Christmas and Magical Reindeer experience. A

programme of events was also delivered at Clifton Park and Museum including Christmas Wreath Making and 12 Days of Christmas and Christmas Victorian Crafts. Events were supported by marketing and promotional activities including media releases, social media posts and events listings.

A Rotherham Crafters Market was introduced in October 2017 and the Tuesday Street Market was expanded to include additional trading areas in December. The Council contributed towards the costs of a Festive Christmas Grotto in Centenary Market organised by traders and delivered other events and activities including walkabout characters, arts and crafts and a brass band.

Ref No.3.A9 Number of visits to the Councils Culture and Leisure facilities (priority measure) -

Overall visitor numbers decreased in quarter 3, which is reflective of the winter period. The Civic Theatre however, saw the pantomime season help it achieve its highest return so far this year, with 26,781 more visitors than in quarter 2.

Heritage Services visitor figures are 7% lower when compared against the same period in 2016/17. This relates to significantly lower visitors figures to Clifton Park Museum during the summer months (as previously reported), along with the impact of the Christmas closure.

It has been noted however, that the temporary exhibition hosted last year focussing on the Yorkshire Steel Man was a particular draw.

Although visitor figures are lower for Clifton Park Museum, it is important to note that visitor figures are significantly higher at Boston Castle, which has been positively impacted by improved room hire. Archives and Local Studies visitor figures have also increased by 3%.

The number of visits to leisure facilities has been maintained from the previous quarter despite the winter period and increased fitness gym competitors. For example the GYM Group opened in March 2017 and Anytime Fitness also opened in July 2017. The Rotherham contract has moved to no contract memberships, rather than the previous 3 month membership terms, to try and increase membership and this has boosted sales. The Rotherham contract Swimming lesson programmes continue to perform well, with further planned expansion for April 2018.

Ongoing risks and challenges ahead:

Key risks identified in relation to Domestic Abuse, which are being focused on by the Safer Rotherham Partnership are as follows:

- Performance in relation to outcomes has slipped however, this is in light of a significant increase in crime, mainly due to improved crime recording standards
- The need to continue to embed lessons learnt from the domestic homicide review and other review processes
- To source funding for Domestic Abuse training for voluntary and statutory sector, funding streams currently being looked at.

The Town Centre Masterplan adopted in September 2017 outlines a bold, strategic but deliverable programme of development to bring life, activity and spending back to the town centre. This includes a re-focusing of the town centre with an emphasis on growing leisure and residential uses supported by high quality public realm as part of a place-making approach. This transition will be challenging; the traditional town centre footprint will contract, redevelopment and refurbishment works will create temporary disruption and the benefits from new development will not be realised until new schemes are implemented. The Council is enabling development to progress as quickly as possible by securing ownership and control of Forge Island.

Retail overall continues to be challenging in town centres and Rotherham has a strong out of town retail offer (for example Parkgate, Cortonwood and Meadowhall).

PRIORITY 3: A STRONG COMMUNITY IN A CLEAN SAFE ENVIRONMENT

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:

The condition of Rotherham's roads continues to improve with both the % targets to reduce the number of principal and non-principal roads meeting their annual targets.

In this quarter the number of penalty notices being issued for fly-tipping and other environmental crimes has reached 5,897, exceeding the target of 5,000 earlier than expected.

The Waste Management service continues its quarter on quarter improvement in the area of missed bin collections, although the % of waste sent for reuse is projected to miss its target by 0.25% at the end of quarter 4.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 3.B1 (a&b,) % of principal and non-principal roads in need of repair. Principal and non-principal have met their annual target at December 2017.	Ref No. 3.B3 Number of official complaints in the Street Cleansing, Grounds Maintenance, Litter and Waste Management. Although fewer complaints were received in Q3 than Q2, it is expected that the outturn at the end of Q4 may exceed the target of 75, total at end of Q3 is 63.
Ref No. 3.B2(b) Effective Enforcement action taken on Fly-tipping and other Enviro-crime (priority measure) Q3 figure of 5,897 has exceeded the target for the year earlier than expected.	Ref No. 3.B5 % of waste sent for reuse, (recycling and composting) (priority measure) The % sent for reuse was lower for quarter 3 than quarter 2 (48.75% quarter 3 against 51.75% quarter 2). However the forecasted return for March 2018 is 45.74% just above the target of 45%.
Ref No. 3.B4 Number of missed bins per 100,000 collection (priority measure) - improvement since quarter 2 (38.78 in quarter 2 to 33.90 in quarter 3).	

Performance story/narrative:

Council 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 (a) & (b) % of principal and non-principal roads in need of repair - The target is based on the national average condition and the Council aspires to be good or better. The target has been met at December 2017. The target for principal roads was 4% and 2% has been achieved. The target for non-principal was 7% and 5% has been achieved.

Ref No. 3.B1 (c) % of unclassified roads in need of repair (Priority Measure) - The stretched target is to achieve a return of 22% for unclassified roads by March 2018, however it is anticipated that the year-end outturn will be 23%.

This is the first year of the 2020 Roads Programme, which will see an investment of £10m over three

years. In 2017/18 £3m will be spent repairing the unclassified network i.e. estate roads. This will enable a total of 80 roads or 20,555sqm to be repaired by this initiative. At the end of the 3rd quarter 70 highway repair schemes have been completed.

As a result of this investment the number of claims received by the Council for accidents on the highway has reduced to an all-time low of 195 claims received (Jan – Dec) which when compared to the previous three year average is a 41% reduction. A further benefit of the investment in the highway network has seen a significant reduction in the number of actionable defects (potholes) per 100km of road for the 3rd quarter when compared with the 2016/17 average.

Ref No. 3.B2 Effective Enforcement action taken on Fly-tipping and other Enviro-crime (priority measure)

The stretch target of 37 prosecutions and fixed penalty notices is likely to be achieved. 23 formal actions have been instigated in quarter 3 (12 prosecution cases and 11 fixed penalty notices issued for fly tipping offences). These figures would indicate that the target will be met however, there is a risk given the increased work to tackle fly-tipping, finding evidence of the offenders might be more difficult as offenders become more aware.

Up to the end of quarter 3 2017/18, the pilot project to enhance enforcement of enviro-crime has delivered some 5,779 fixed penalty notices for littering and dog fouling offences, which has exceeded the target for the full financial year.

In addition another 118 other enviro-crime formal enforcement actions were issued by the Community Protection Unit. These included litter and dog fouling offences as well as more complex investigations. These include requiring businesses to produce proof of their waste disposal arrangements in fly tipping hot spot areas and investigations into householders who have passed waste to people who have ultimately fly tipped waste.

The stretch target of 37 prosecutions and fixed penalty notices is likely to be achieved. 23 formal actions have been instigated in quarter 3 (12 prosecution cases and 11 fixed penalty notices issued for fly tipping offences). These figures would indicate that the target will be met however, there is a risk given the increased work to tackle fly-tipping, finding evidence of the offenders might be more difficult as offenders become more aware.

Ref No. 3.B3 Total number of customer contacts by service area. Service areas measured are a) Street Cleansing, b) Grounds Maintenance, c) Litter, d) Waste Management. Contacts measured are: i) Official complaints, ii) Compliments received, iii) Service Requests.

16 complaints have been received in Q3 in the areas shown above, bringing the cumulative figure to 63 versus a target for the year of 75.

The number of complaints recorded can be seasonal and this is demonstrated by a dip in overall numbers during quarter 3. This reduction will not be sufficient if the trend continues to meet the target of reducing complaints by 5% from 79 in 2016/17 to 75 in 2017/18 and if quarter 3 performance is replicated in quarter 4 the target is not likely to be achieved.

It should be noted that the number of complaints versus activity is very low, for example the waste service undertake in excess of 7million visits to residents properties with only 45 complaints to date. Work will continue with staff to understand complaints and improve service delivery through weekly reviews of issues arising.

Council Plan action - Ensure an efficient and effective waste and recycling service

Ref No. 3.B4 Number of missed bins per 100,000 collections (priority measure) - Missed bin performance is showing an improvement over the same quarter in 2016/17. A reduction from 38.21 missed bins per 100,000 collections in 2016/17 to 33.90 in 2017/18.

Supervisors are continuing to analyse missed bin reports and hold weekly performance meetings with

frontline staff. Information is also disseminated to collection crews through team briefings and this has helped to maintain focus on reducing missed bin collections.

Quarter 3 performance of 33.09 equates to only 0.033% of all bin collections being reported as missed. The Association for Public Service Excellence (APSE) performance reports an annual average of 61.12 missed bins per 100,00 for reporting authorities.

Ref No. 3.B5 % of waste sent for reuse (recycling and composting) (priority measure) - The 45% target has been calculated using the current and previous year's performance of the Barnsley, Doncaster, Rotherham PFI waste treatment plant, kerbside collected recycling, household waste recycling centres and local recycling points.

Waste management is on track to meet its anticipated target of recycling 45% of all household waste collected by the authority in 2017/18.

From October 2017 the "front loaded" collection of garden waste will cease and cause a reduction in the recycling level. As this waste stream tapers off, the cumulative overall recycling rate will reduce. But this has been factored into our anticipated year end recycling rate of 45.74%

Improvements made by the recycling PFI plant and at the Council's HWRC sites, in addition to the introduction of a re-use scheme through the household waste recycling centres will assist the Council in achieving its target.

Promotional activities undertaken via the Council through the media and bin stickers have also helped to increase recycling and will hopefully continue to do so.

Ongoing risks and challenges ahead:

There are no further risks or challenges this quarter.

PRIORITY 4:

EXTENDING OPPORTUNITY, PROSPERITY AND PLANNING FOR THE FUTURE

PRIORITY 4: EXTENDING OPPORTUNITY, PROSPERITY AND PLANNING FOR THE FUTURE

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

Lead accountability:

Damien Wilson, Strategic Director – Regeneration and Environment

Overview of progress:

The UK Powerhouse Report produced by the Centre for Economics and Business Research (Cebr) and Irwin Mitchell shows that over quarter 3, Rotherham is the 8th fastest growing economy in the UK (this is measured as Gross Value Added, the value of goods and services produced in the area) and is the fastest growing economy in Yorkshire. This is supported by the latest data released by the Office for National Statistics which shows an improvement in the overall employment rate (up 2.6% to 73.6%) and a narrowing of the gap to the UK average of economic activity.

The notable successes the Council has already had attracting major investors into the region such as; McLaren Automotive, Boeing (in Sheffield, as part of the Advanced Manufacturing Innovation District), Bodycote, Origin Broadband and Spondor Audio. This means that there is now a healthy pipeline which other investors may be interested in following. The Council is also using the business incubation expertise it has, along with the Y- Accelerator brand, a business accelerator programme it is part of, to develop and sustain small businesses and start- up projects in the borough. Work is also continuing with universities and the business community to strengthen regional innovation assets. This includes collaboration with Sheffield City Council to develop AMID (Advanced Manufacturing Innovation District, a nucleus for innovation, research and technology designed to promote and accelerate collaboration and commercialisation). To support this, the Council is working with the Department for Business, Energy and Industrial Strategy to determine the most effective ways of unlocking this transformational opportunity.

The attraction of high value research and development intensive industrial investments is supported by a broad approach to the development of "Place" and strengthening of Rotherham's investment proposition. Other AMID related investments that the Council has progressed includes the "Innovation Corridor". This is a connectivity and transport business case in partnership with Sheffield City Council for submission to the Department for Transport as well as joint work with the private sector leading to the successful grant of planning permission for a high quality local centre that will provide a focal point to connect both business and residents into a sustainable functioning "Place".

To increase and expand employment opportunities for people living in the borough the Council is also working with the private sector led Business Growth Board and Sheffield Hallam University to produce a Skills and Employment Plan. The final Plan will be used to deliver 2 key objectives. These are to help residents back into employment and to deliver a suitably skilled and innovative workforce to support the growth plan of Rotherham businesses.

Exceptions:

Good/improved performance:	Areas of concern:
4.A7 Narrow the gap to the UK average on the rate of the working age population economically active in the borough (Priority Measure) - Latest data up to September 2017 shows a figure of 3.1% which is better than the target set for the year of 4%	
Ref No. 4.A8 Number of Planning Applications determined within specified Period - 100% of all Planning applications determined within specified periods	

Performance story/narrative:**Council Plan action - Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region - SCR)**

Ref No. 4.A1 – 4.A7 Overall number of businesses in the Borough / Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old) (priority measure) / Number of new businesses started with help from the Council/ Survival rate of new businesses (3 years) / % vacant floor space in the Town Centre area / Number of jobs 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 (priority measure)

Actions to deliver economic growth in the borough have continued to progress throughout quarter 3. The RiDO business start-up team delivering the Launchpad project have responded to 64 enquiries from pre-start and early stage businesses. Delivery has included 35 people attending workshops, 4 businesses assisted in starting up and 15 individuals claimed as intensively assisted (12 hours) under the project.

The Launchpad project is commencing an extensive programme of expert workshops aimed at pre-start and early stage companies in Rotherham. Topics will include marketing, sales, branding, social media, websites, strategy, employing people etc.

RiDO has assisted 20 new growth enquiries over Quarter 3, supported 40 SMEs and delivered 23 business assisted outputs for the Sheffield City Region Growth Hub Enhancement Project.

The business centres continue to perform well with average occupancy of 93%. Occupancy rates are: Century: 95%; Fusion: 96; Moorgate: 89%; Matrix 90%. In the past quarter the centres have assisted 143 businesses, including 17 new occupants and 1 that has moved out to other premises. Survival rates are calculated annually: 3 year (2013-14) 79.6%; 2 year (2014-15) 92.5%; 1 year (2015-16) 100%.

Ref No. 4.A5 % vacant floorspace in the town centre

This is linked to 3.A8, pedestrian footfall and similar comments apply. Demand from traditional uses for space in the town centre is influenced by national trends, changing shopping habits, the growth of online retailing and in specifically, in Rotherham, a very strong out of town shopping offer. The Town Centre Masterplan highlights the need to re-focus the town centre with an emphasis on growing leisure and residential uses supported by high quality public realm as part of a place-making approach. This transition will be challenging; the traditional town centre footprint will contract, redevelopment and refurbishment works will create temporary disruption and the benefits from new development will not be realised until new schemes are implemented.

Ref No. 4.A7 Narrow the gap to the UK average on the rate of the working age population economically active in the Borough

This shows good performance over the last quarter. The indicator is calculated using a rolling average to even out variations due to the small sample size but caution should still be exercised in placing heavy reliance on statistics for a single quarter. Good performance is generally consistent with an overall improvement in the economy but this is a complex indicator and does not correlate with the availability of jobs; economic activity is influenced by a range of factors including for example temporary or long term sickness, care responsibilities, availability of flexible work options and upskilling issues.

Ref No. 4.A8 Number of Planning Applications determined within specified Period

This measure focuses on the statutory function of delivering decisions on planning applications within a specified time period (which is 13 weeks for major applications and 8 weeks for minor and other applications) or within an agreed extension of time.

Quarter 3 has again seen the Planning Service achieve 100% in determination in all 3 categories of

application.

Planning Performance has continuously improved over the last 2 years to the extent that 100% performance has been recorded for each of the last four quarter's submissions. The publication of the Governments "Review of Local Planning Service" statistics, collated over a 24 month period, confirms that this performance has resulted in Rotherham being recognised as the top performing local planning authority nationally.

Ongoing risks and challenges ahead:

The ongoing risks and challenges relate to national economic performance; economic and political uncertainty and a recent rise in interest rates which has helped slow business investment. Currently the local economy is performing well but it is inevitably influenced by national events.

The current impasse around devolution is also a risk – much of the government funding for regional economic development is provided through regional structures. Delays in being able to access devolved funding will hold back investment opportunities.

PRIORITY 4: EXTENDING OPPORTUNITY, PROSPERITY AND PLANNING FOR THE FUTURE

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:

Overall, mixed progress has been made to ensure residents in the borough can live in good quality accommodation that meets their need.

One of the major challenges still facing the Council is providing more new homes in the borough. Despite significant efforts made both in the current and previous years to increase the overall supply of housing, based on the current data available, it is becoming increasingly likely this year's target to deliver a minimum of 641 new homes will not be met. 130 new homes were delivered in quarter 3 bringing the overall total of new homes delivered in the year to 337, 304 homes below the annual target. The 130 new homes figure compares favourably to quarter 2 when 69 homes were built, but not so favourably with quarter 1, when 138 new homes were built. 91 new homes were built in the final quarter of 2016/2017 and 95 homes for the same period in 2015/2016. Based on this historical evidence and current trends it is unlikely the Council will deliver 304 more new homes in the final quarter of this year to achieve the target. Challenges facing the Council to do this are outlined later in the report.

Minimum levels of decency in stock owned by the Council are being maintained and work around this measure is continuing to be given high priority. The excellent progress reported in quarters 1 and 2 to ensure less than 0.5% of the Council's stock is non-decent by the end of the year has been maintained in quarter 3 (0.25% of the stock is non-decent which is 0.25% better (lower), than the overall target of 0.50%). In previous years the Council has consistently, and often ahead of schedule, exceeded the target for maintaining minimum levels of decency in its stock. Programmes of work are in place that will be delivered in quarter 4 to ensure all of the Council's remaining non-decent stock is made decent before the end of the current financial year.

Improvements to the lives of people living in private rented accommodation continue to be made following effective implementation of the Selective Licensing Scheme. When the Council first introduced the scheme in 2015 much of the focus was to increase the numbers of privately rented properties that were registered on the scheme. Achieving this would strengthen the Council's ability to control and monitor standards of accommodation and the behaviour of private landlords more effectively. By the end of quarter 3 2003 properties are registered on the scheme and the Council's focus now has moved to ensuring properties registered on the scheme comply with the terms and conditions of the licensing agreements it has issued. Through developing and delivering a robust programme of property inspections to test landlord compliance in the properties that have registered the Council has successfully ensured by the end of quarter 3, 94% of the 1707 inspected properties, are compliant with the terms and conditions of the Selective Licensing Scheme.

Exceptions:

To include maximum of 3 in each column

Good/improved performance:	Areas of concern:
Ref No. 4.B2 % of stock that is non-decent – 0.25% of the stock the Council owns is non decent by the end of quarter 3 against the annual target of less than 0.5%. Programmes of work are in place that will be delivered in quarter 4 to ensure the remaining 0.25% of non-decent properties are made decent by the end of March 2018.	Ref No. 4.B1 Number of new homes delivered during the year (Priority measure) – 130 new homes were built in quarter 3, bringing the overall total of new homes built in the borough in the current to year 337, against an annual target of 641. Based on previous performance for delivering homes in the final quarters of both 2015/2016 & 2016/2017, despite the plans and strategies the Council has in place to build more new homes, it is extremely unlikely the year-end target to deliver a

minimum of 641 new homes will be met.

Performance story/narrative:**Council Plan action - Implement the Housing Strategy 2016-2019 to provide high quality accommodation**

The 2016- 2019 Housing Strategy outlines to customers living in all sectors of accommodation throughout the borough the Council's commitment to continually improve standards of service. Tenants living in homes provided directly from the Council continue to receive services they are satisfied to receive and demonstrate good value for money (STAR (Survey of Tenants and Residents) survey indicated that 82% were satisfied the rent they pay provides value for money)). The overall supply of housing in the borough is continuing to increase although not as quickly as the Council would like. Standards of decency in homes owned by the Council continue to be maintained, often ahead of target and standards for tenants living in properties in the private rented sector are improving quickly following the introduction of the Selective Licensing Scheme in 2015.

The STAR (Survey of Tenants and Residents) survey will be sent out in the week commencing 12th February and will help the Council improve services for tenants.

Some of the current highlights in performance from the Housing and Neighbourhood Service at the end of quarter 3 include:

Measure	Target	Performance
% of Anti- Social Behaviour Cases Resolved	99.00%	99.80%
% of repairs completed Right First Time	94.00%	96.37%
% of tenants satisfied with the repairs service	96.00%	99.60%
% of Routine Repairs Completed within target	98.00%	98.89%
% of Repairs Appointments Made & Kept	99.00%	99.12%

Council Plan action - Private rented housing – improving standards through selective licensing

Ref No. 4.B1- Number of new homes delivered during the year (priority measure) - The number of new homes built in the borough by the end of quarter 3 is 337, 304 homes below the overall target of 641.138 new homes were built in quarter 1, 69 in quarter 2 and 130 in quarter 3. In the 4th quarters of both 2015/2016 and 2016/2017 (95 and 91 new homes respectively) significantly fewer homes were built and based on this it is unlikely the Council will achieve its annual target.

Despite the overall slowdown in the number of new homes built the Council is confident, the investments it is making combined with new residential sites made available through the approved Local Development Framework in the summer will eventually lead to the delivery of more new homes in the borough. Generally speaking the main drivers for new homes are the availability of land and the demand for more new homes. Although the Council holds overall responsibility for delivering more new homes in the borough numerous external housing market factors affect the ability to achieve the target. Fluctuations in interest rates affect consumer confidence and the ability to access affordable mortgages. The value of the pound, particularly if the pound is weak will mean new homes are more expensive to both build and buy and similarly there is still a fair amount of uncertainty in the economy emanating from the impending government negotiations to exit the European Union. Despite these factors the Council has still managed to deliver 39 more affordable homes to rent by the end of quarter 3.

The majority of new homes being provided currently are by private building companies. Whilst there are a number of sites delivering housing throughout the borough at the moment, most notably at Waverley new community, the overall supply of housing land for new developments continues to be extremely limited. A number of Council programmes are underway to release sites and develop housing, including a Site Cluster programme with Wates to deliver 217 new homes. The Council is also continuing to work with industry partners and other agencies to facilitate delivery of more homes. A second Developer Summit held in October 2017 provided an excellent opportunity for the authority

to engage with developers and landowners in order to facilitate increased activity in the borough and widen the market offer, particularly among small and medium house builders.

The results of two bids made to receive additional funding from the Housing Infrastructure Fund to bring forward developments are expected soon. If the bids are successful £31m will be used to deliver essential transport and drainage infrastructure at Bassingthorpe Farm and £10.6m to enable flood alleviation and ground preparation to support delivery of around 400 new homes in the Town Centre. Cabinet approval to develop three early go sites in the Town Centre was also received in October 2017. These developments are running alongside the Council's plans to develop Forge Island which received Cabinet approval in September 2017 and also include proposals for housing development. The Council has also been awarded £6.8m from the Shared Ownership and Affordable Housing Programme which will be used to deliver more low cost ownership and affordable units to rent.

The majority of new housing allocations that are needed to meet the future demand for housing in the borough are contained in the Sites and Policies Document which the Council hopes to be able to adopt in 2018.

Bassingthorpe Farm will, over time, deliver 2,500 in the medium to long term. However, due to the size and complexity of the development work will not start for three or four years. The Sites and Policies Document will allocate around 100 new housing sites many of which can be developed immediately with enough land for 6,500 new homes. The total amount of housing land available at the time of adoption will accommodate around 14,500 new homes. Following adoption of the document land availability will no longer be one of the key barriers to delivering housing growth in the borough, although meeting the challenge to deliver more new homes can and will only be achieved through a combination of market and public intervention. The development process for new homes however does not deliver instant results but it is estimated the Council will be building 395 new homes in 2019/2020 and 566 new homes in 2020/2021, by which time delivery rates by private developers are also expected to have accelerated.

Ref No. 4.B2 - % of stock that is non- decent - Excellent progress continues to be made maintaining minimum decency standards in the Council's housing stock. As in previous years throughout the course the year, the Council systematically captures information about the properties it owns which it then uses to update its property data base. This information is then analysed in the final quarter of the year to accurately assess properties in the borough where at least one element of decency will fail during the coming twelve months. These addresses then formulate programmes of work which the Council's Repairs and Maintenance partners Fortem and Mears will deliver over the next twelve months. By using this process to identify and make decent the properties it owns the Council has become extremely adept at achieving its target for maintaining minimum levels of decency in the homes it owns.

At the beginning of the current financial year the Council forecast 0.79% of the 20,562 properties it owns contained at least one element of decency that would fail in the coming year. By working closely with its repairs and maintenance partners to develop and deliver extensive programmes of work to properties, including the provision of new bathrooms, kitchens and in some properties improving thermal capacity, the Council successfully reduced this figure down to 0.51% of the stock by the end of quarter 1. By the end of quarter 2 a further 0.11% of the stock was made decent and by the end of quarter 3, 0.25% of the stock the Council owns is non – decent. The Council remains extremely confident that by the end of the current year all of its tenants will be living in homes with minimum standards of decency.

Council Plan action - Private rented housing – improving standards through selective licensing

Ref No. 4.B3 - % of privately rented properties compliant with Selective Licensing conditions within designated areas (priority measure) - The Selective Licensing Scheme continues to be the key driver used by the Council to improve standards of accommodation for customers living in private rented accommodation.

In the last quarter inspectors from the Council successfully executed 270 inspections to properties owned by private landlords in the borough. 109 inspections were made in October, 84 in November and 77 in December 2017. The net effect of this work has been to increase the number of inspections

the Council has made to 1707 by the end of quarter 3, out of the 2003 properties currently registered under the Selective Licensing Scheme. 94% of the 1707 inspected properties comply with standards the Council have set private landlords to improve their homes for tenants. This performance is 1% better than the Council reported at the end of quarter 2 (93%) but is still 1% below the annual target of 95%. A range of measures, including possible enforcement actions, will take place in the final quarter of the year that will ensure not only is the 95% target achieved but the Council is also well on the way to achieving a 100% compliance rate for properties registered under the scheme. Properties currently failing inspection are for reasons such as a lack of fire detection, risk of falls, damp, mould and cold.

To ensure performance is maintained the Council will also be increasing the capacity of the service to carry out more inspections by appointing a number of additional staff to the service in quarter 4. Additional funding has also been awarded through the governments Controlling Migration Fund, a fund developed to promote and sustain community cohesion and this will be used to tackle some of the major issues in the private rented sector.

Ongoing risks and challenges ahead:

Undoubtedly one of the major challenges still facing the Council is its ability to increase the supply of housing in the borough. Unless there is a spike in the number of new homes built in quarter 4 the Council will not achieve its target to deliver 641 new homes in the current year.

Despite the difficulty to increase the overall supply of housing in the borough the Council is continuing to work on and develop new initiatives. It recognises some of this work will be delivered in the medium to long term rather than in the short term. Some of the proposals to deliver more new homes hinge heavily on the Council's ability to bid successfully for external funding and whilst its success in doing this cannot be guaranteed it remains optimistic regarding recent bids to secure additional funding for the authority. Adoption of the Sites and Policies Document is key to enable the Council to improve the overall supply of housing in the borough by making additional land available on which to build more homes. The decision to be able to adopt this document therefore is eagerly awaited by the Council.

PRIORITY 4: EXTENDING OPPORTUNITY, PROSPERITY AND PLANNING FOR THE FUTURE

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:

As a result of the Ofsted inadequate inspection judgement, the Council in partnership with the Education & Skills Funding Agency (EFA) agreed that Rotherham adult learner's interest will be better served by the Council ceasing to be a service provider of adult learning, but that the adult education budget scheduled for the Council for 2017/18 be retained in Rotherham through another provider. Governance will be via the Business Growth Board, Health & Well Being Board and the newly evolving Local Integration Board.

Exceptions:

Good/improved performance:	Areas of concern:
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Performance story/narrative:

See above

Ongoing risks and challenges ahead:

See above

PRIORITY 5:

A MODERN, EFFICIENT COUNCIL

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 Government funding it is vital that the Council aims for excellence at collecting local revenues, in particular council tax and non-domestic rates, which currently fund around one-third of the Council's annual spend on providing services to citizens (excluding housing benefit payments, housing revenue account and schools grant funding).

Council Tax in year collection performance is currently 80.41% which is 0.42% down on performance as at this time last year. A contributing factor to this is an increase in the net collectable debit of £0.6m since April 2017, largely due to the Right Benefit Initiative (RBI). This national initiative utilises HMRC data to check council tax support claims and has seen a substantial number of awards being cancelled or reduced. Where council tax payable has increased as a result of RBI, those affected tend to be on lower income levels and are less likely to make payments as demanded thus negatively impacting the overall collection rate. Whilst the in-year collection rate may be adversely impacted by this initiative, the total council tax income collected should increase.

Non-domestic rates in year collection performance is currently 80.49% which is 1.16% down on performance at this time last year. Performance is impacted by a number of recently assessed properties for which payment was not due until January 2018.

Resources are being targeted at in year council tax and non-domestic rates collection in order to ensure that the collection rates are improved by as much as possible by 31st March 2018.

Exceptions:

Good/improved performance:	Areas of concern:
	Ref No. 5.A1 - % Council Tax collected in year - Final collection performance in 2016/17 was 0.3% above the target of 97%. The current fall in collection rate of 0.42%, although against a higher debit, means collection levels must be improved if the target of 97% is to be achieved again this year.
	Ref No. 5.A2 - % Non-Domestic Rates collected in year - Final collection performance in 2016/17 was 0.3% above the target of 98%. The current fall in collection rate of 1.16%, although there are mitigating circumstances due to recently assessed properties, allows little space for further slippage if the target of 98% is to be achieved again this year.

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

Ref No. 5.A1 Council Tax in-year collection – For 2017/18 the total council tax to be collected is £117m, an increase from last year of £6.6m. The national council tax collection performance figures for 2016/17 released by DCLG show Rotherham had the 4th highest collection rate amongst the 36 Metropolitan Councils.

Ref No. 5.A2 Non Domestic Rates (NDR) collection – For 2017/18 the total non-domestic rates to be collected is £78m, a reduction from last year of £1.3m as a result of the 2017 national revaluation. The national Non Domestic Rates collection performance figures for 2016/17 released by DCLG show Rotherham had the 7th highest collection rate amongst the 36 Metropolitan Councils. Three new fully

funded Non Domestic Rates Discretionary Reliefs have received Cabinet approval. Although Supporting Small Businesses and Pub Reliefs have now been implemented the Revaluation Relief is currently being processed and this will help with the collection of non-domestic rates from businesses currently struggling to make payment as demanded.

Ongoing risks and challenges ahead:

The Council is becoming increasingly dependent on the revenues it can raise locally to fund its services. The move to 75% retention of business rates by 2020/21 is now proposed by Government. The achievement of an excellent revenues collection rate will then become ever more important.

A review of the Council Tax Support scheme for 2018/19 has been undertaken and at the Council meeting on 24th January 2018, a revised scheme was approved to take effect from 1st April 2018. This will result in a reduction to the total amount of council tax support awarded by around £450k per year.

The challenge for the service is to improve its collection rates further whilst recognising the potential impact of increases in the rate of council tax in 2018/19, the roll-out of Universal Credit across Rotherham Borough during 2018 and the revaluation of business rates which took effect on 1st April 2018.

PRIORITY 5: RUNNING A MODERN, EFFICIENT COUNCIL**Outcome: B Effective governance arrangements and decision making processes are in place****Lead accountability:****Shokat Lal**, Assistant Chief Executive**Overview of progress:**

Pre-decision scrutiny continues to contribute well to the decision making role of Cabinet and Commissioners. All recommendations during Q3 have been accepted by decision makers, demonstrating the value added by the Overview and Scrutiny Management Board. Beyond formal pre-decision scrutiny, the Select Commissions continue to review reports prior to decisions being made or implemented and Cabinet Members are actively referring matters to scrutiny for consideration.

Exceptions:

Good/improved performance:	Areas of concern:
5.B.1 Number of pre-scrutiny recommendations accepted: Acceptance of recommendations from pre-decision scrutiny is currently at 100% at the end of quarter 3.	

Performance story/narrative:

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

Ref No 5.B1 Number of pre-scrutiny recommendations adopted -

The pre-decision scrutiny process continues to add value to decisions taken by Cabinet and Commissioners, as well as providing an opportunity for non-executive Members to engage with and influence decision making prior to formal Cabinet meetings. This aspect of the Council's governance is working well and this is reflected in the acceptance of all recommendations from Overview and Scrutiny Management Board during quarter 3.

Ongoing risks and challenges ahead:

There remains a constant challenge for the scrutiny function to ensure that its recommendations to decision makers add value to proposals presented for pre-decision scrutiny.

PRIORITY 5: RUNNING A MODERN, EFFICIENT COUNCIL**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 is higher in this quarter compared to quarter 2 (301 quarter 3 against 252 quarter 2) and is 9% higher than the equivalent quarter of 2016/17.

The increase in number of complaints received is being driven by changes in the Regeneration and Environment Directorate. An increased number of complaints were received due to changes in processes relating to the Riverside Customer Service Centre. In addition the contract with Kingdom has also generated complaints (Kingdom are an enforcement agency working on behalf of the Council responsible for issuing fixed penalty notices for environmental crime; e.g, littering, dog fouling).

The Council's response rate for complaints has increased slightly to 80% but remains below the below the target of 85% closed within the timescale. Again the failure to hit the target continues to be driven by poor performance in the Children and Young People's and Regeneration and Environment Directorates.

Exceptions:

Good/improved performance:	Areas of concern:
	5.C2 - % of complaints closed within correct timescale - increased to 80% compliance but remains short of the target in this quarter of 85%.

Performance story/narrative:

Council Plan action – Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way

Ref No. 5.C1 – Total number of complaints received by the Council: The number of complaints received by the Council is higher in this quarter compared to quarter 2 (301 against 252 last time) and is 9% higher than the equivalent quarter of 2016/17.

As reported previously, the Council has taken a number of steps to make it easier for complaints to be made. This enables the appropriate steps to 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. The Corporate Complaints Team ensures that regular reporting to senior and directorate management teams includes analysis on the emerging patterns and trends.

Ref No. 5.C2 – % of complaints closed within timescale: The number of complaints closed within the relevant timescale remains short of the target of 85%, although performance has improved since the last quarter and the December only performance figure has exceeded target at 91%. This performance is partially caused by the previously reported challenges in responding to complaints within the Regeneration and Environment Directorate and in Children and Young People's services.

Ref No. 5.C3 – Number of compliments received – There has been a fall in the number of compliments received from 226 in quarter 2 to 212 in quarter 3. It is also lower than the figure reported (226) in quarter 3 last year. All directorates will again be reminded to engage with the reporting process.

Council 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 online transactions – no further update this quarter due to the frequency of reporting which is 6 monthly.

Ongoing risks and challenges ahead:

Continued failure to hit performance targets in dealing with complaints could lead to deterioration in satisfaction levels and might lead to a failure to learn lessons from complaints.

PRIORITY 5: RUNNING A MODERN, EFFICIENT COUNCIL**Outcome: D Effective members, workforce and organisational culture****Lead accountability:****Shokat Lal**, Assistant Chief Executive**Ian Thomas**, Strategic Director – Children and Young People's Services**Overview of progress:**

To deliver a modern efficient Council the workforce must be structured to deliver best value, demonstrate its values and behaviours and focus on what is best delivered by the Council. A key part in the delivery of this aim is the PDR process which reflects the Council's values and behaviours and identifies development of workforce capacity and skills.

Set against an ambitious target of 95% PDR completion, performance at 92% so far this year continues to be high.

A key workforce priority is for a high performing workforce driven by robust values. Significant progress has been made with Sickness absence 6% lower than last year and at 10.39 days (target 10.3 days) below the CIPD Absence Survey benchmark performance figure of 10.5 days for Local Government.

Flexible workforce costs are decreasing with agency expenditure projected to significantly over achieve the 10% target reduction for the year.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 5.D2 Sickness days lost per FTE (Priority Measure) - Performance in the year has improved from 10.97 to 10.39 days. Target is 10.3 days	Ref No. 5.D1 % PDR completion (Priority Measure) - Performance at the end of quarter 3 is 92% against a target for the year of 95%
Ref No. 5.D3 Reduction in agency staff cost (Priority Measure) - Expenditure as at the end of quarter 3 is projected to reduce 24% by the year end. Target is 10% reduction.	

Performance story/narrative:

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

Ref No. 5.D1 % PDR completion (Priority Measure) – reminders were issued to Directorate Senior Management with details of employees who had not had a PDR recorded for 2017/18 on 13th October, performance improved 1% leaving annual performance 3% short of last year's outturn. Further analysis of non-completions to take place and targeted actions with managers.

Corporate Plan action - Sickness is managed and staff wellbeing supported

Ref No. 5.D2 Sickness days lost per FTE (Priority Measure) - Sickness absence, which traditionally increases by around 10% in the winter months, showed only a slight rise from the previous quarter. Over the first three quarters of the year sickness absence has fallen 6%. Targeting of specific issues continues.

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

Ref No. 5.D3 Reduction in agency staff cost (Priority Measure) – the use of agency continues to remain at high levels with increases in Adult's and Children's Services during the quarter. However, annual expenditure at the end of the third quarter projects a 22% reduction from the previous year

which is more than double the target reduction of 10% for the year.

The Workforce Management Board continues to challenge and scrutinise the use of agency workers across the organisation.

Ref No. 5.D4 - Reduction in the amount of CYPs agency social workers (Priority Measure) - The number of agency staff has increased during this quarter by 6 but is forecast to reduce as permanent recruitment takes place.

There are several reasons for the increase including; 7 agency staff covering permanent staff in “acting up” roles and 6 people on long term sickness absence. The use of agency for long-term sick and maternity is monitored to ensure agency social workers leave in a timely manner and HR are working closely with colleagues on long term sick to ensure they are supported in returning to work.

Permanent recruitment is going well with 1 Service Manager, 3 Team Managers, 4 Advanced Practitioners and 6 Social Workers appointed during the period, who will commence in their new roles during the next 3 months.

The 17 Newly Qualified Social Workers (NQSWS) started working in October and November and an assessment centre for the 5 remaining vacancies in Localities and Duty will be held on 28th February, with 17 candidates invited to attend.

19 interviews are being held in January for Social Workers in Locality, Duty, LAC and Fostering.

Agency workers are being used to support NQSWs during their first year in employment but this will be phased out with the appointment of Advanced Social Work Practitioners.

Focus for the next quarter will be permanent recruitment to the last remaining vacant Head of Service (currently covered by an “acting up” manager) and Service Managers as well as front line Social Workers.

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

Ref 5.D5 - % members receive a personal development interview leading to a structured learning and development plan

All Members of the Council have received a personal development plan interview following support from the LGA. Work has been undertaken to analyse the feedback received in the interviews with Members to inform the development plan for the remainder of the term of the Council until 2020. Member Development Panel will retain oversight of the process for personal development plans and will identify the most effective approach for the future as part of its agenda in the coming months.

Ongoing risks and challenges ahead:

Timely completion of effective PDR's is essential in ensuring employees have an opportunity to reflect on their performance and how their future objectives contribute to the overall vision of the Council. A review of the current process considering the performance elements and best practice models is due to be completed by the end of the year with options for consideration on changes to process.

Levels of sickness absence impact on flexible workforce costs, overtime and temporary workers, which can lead to potential reductions in quality of service. Sickness absence is traditionally higher in the winter months and the final quarter may impact on the final outturn figure. Further attendance management training for managers is scheduled to be undertaken over the remainder of the year and targeted intervention of hotspot areas continues.

Agency usage in Children's, circa £1m less than the same time last year, continues to account for 60% of all agency expenditure. Recruitment of permanent staff is set against a national shortage and is an ongoing concern posing a clear risk with a reduction in costs dependent on continued successful

recruitment campaigns. The national vacancy rate for qualified Children's Social Workers is 17% which compares to 11% in Rotherham.

Agency usage in Adult Social Care is expected to be a short term resource to support service improvement and transition to new ways of working. There is a risk of continued costs should delays in implementation occur.

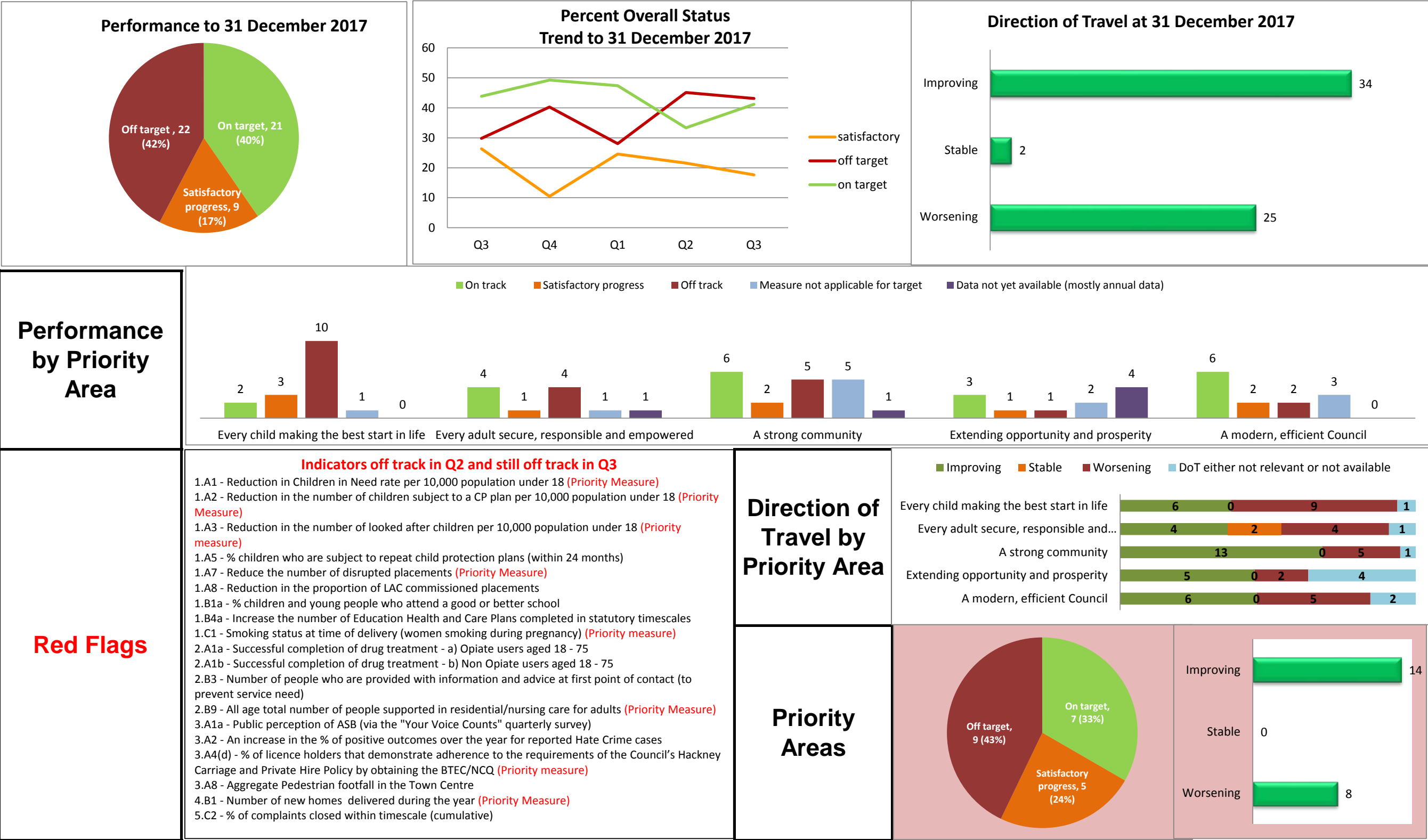
OVERALL PERFORMANCE SCORECARD

As per separate document

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Council Plan 2017/18 Performance Report

Dashboard at 31 December 2017



Appendix B

Council Plan 2017/18

Performance Report



Quarter 3 Performance Scorecard (data for December 2017)

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	21	30.0%
●	Measure progress has been satisfactory but is not fully reaching target set	9	12.9%
✗	Measure has not progressed in accordance with target set	22	31.4%
⚙	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)	12	17.1%
■	Measure information not yet available (e.g. due to infrequency or timing of information/data)	6	8.6%

↑	Numbers have improved	34
→	Numbers are stable	2
↓	Numbers have got worse	25
	Direction of Travel is not applicable	9

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

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

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target													Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17	
A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect	Ian Thomas, Strategic Director Children and Young People's Services	1.A1	Early Help – Early Help service to identify and support families at the right time to help prevent social service involvement	Reduction in Children in Need rate (rate per 10K population under 18) (Priority measure)	Mel Meggs - CYPS	low	Monthly	336.9	✗	⬇	320	359.8	380.0	359.8	383.7	342.4	407.3	353.2	383.3	407.3	There is no good or bad performance however the aim is to ensure performance is in line with the national average. The demand at the end of Qtr 3 (407.3) shows a significant increase on that of quarter 2 (342.4) and data suggests the Council are above the statistical neighbour average (372.68) and the national average (337.7).
		1.A2		Reduction in the number of children subject to a CP plan (rate per 10K population under 18) (Priority measure)	Mel Meggs - CYPS	low	Monthly	60.3	✗	⬇	65.4	65.6	58.7	65.6	75.5	91.7	107.3	88.7	99	107.3	There is no good or bad performance however the aim is to ensure performance is in line with the national average. The trend for the number of children with a CPP has increased (370 2016/17 – 607 end of Qtr 3), as a rate this remains higher than that of statistical neighbours (56.6) and the national average (43.3), at 107.3.
		1.A3		Reduction in the number of Looked After Children (rate per 10k population under 18) (Priority Measure)	Mel Meggs - CYPS	low	Monthly	85.9	✗	⬇	76.6	86.6	85.9	86.6	91.7	91.5	101.6	93.7	98.8	101.6	There is no good or bad performance however the aim is to ensure performance is in line with the national average. Looked after Children (LAC) numbers have continued to rise with current numbers at the end of Qtr 3 being 575 compared to 487 at the end of 2016/17.
		1.A4		Increase 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% (633 families)	✓	⬆	100%	100%	68%	100%	27%	68%	117%	94.0%	111.0%	117.0%	Annual target of 100% (633 families) is by March 2018. Performance is reported cumulatively and is therefore YTD and performance at Q3 shows an over achievement of target
		1.A5	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)	Mel Meggs - CYPS	low	Monthly	4%	✗	⬇	4.7%	9.2%	6.7%	9.2%	11.4%	9.1%	9.6%	9.2%	8.9%	9.6%	As this is a 'rolling year indicator' this considers referral data for the 12 months prior to 31st December 2017. Children subject to repeat plans has increased during Qtr 3 and remains relatively high at 9.6%.
		1.A6	Child Sexual Exploitation - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of CSE referrals	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable	□		200	231	71	73	45	39	48	28	12	8	There is no target for this measure as numbers can fluctuate significantly.
		1.A7	Placements - Improve Quality of Care for looked after children	Reduce the number of disrupted placements (Priority Measure) definition: % of LAC who have had 3 or more placements - rolling 12 months	Mel Meggs - CYPS	Low	Monthly	9.6%	✗	⬆	13.0%	11.9%	13.2%	11.9%	13.0%	13.7%	11.3%	13.8%	13.1%	11.3%	Qtr 3 has improved when compared to Qtr 2 however, more needs to be done to achieve the national average.
		1.A8		Reduction in the proportion of LAC commissioned placements	Mel Meggs - CYPS	low	Monthly	39.5%	✗	⬆	43.5% (188/432)	43.2% (211/488)		43.2% (211/488)	47.0% (243/517)	50.8% (263/518)	50.3% (289/575)	50.4%	48.3%	50.3%	The percentage of commissioned placements fell slightly during Qtr 3 and there continue to be a number of initiatives in place; including the Out of Authority (OoA) Panel process which continues to drive the move out of OoA placements and to date 9 young people have been supported to do this. Recruitment of foster carers over the course of 2017 is above target (19 new foster families and 30 new placements as compared to the target of 25 new placements).

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target														Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly				
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17		
B. Children and Young people are supported to reach their potential		Ian Thomas, Strategic Director Children and Young People's Services	1.B1 (a)	Sustainable Education and Skills	% children and young people who attend a good or better schools	Dean Fenton - Interim Education and Skills Lead	high	Termly	Inline with or above the national average (Academic Year)	✖	↻	86% (End of the summer term 16)	81.5% (End of the summer term 17)	85.0%	84.1%	82.6%	81.5%	84.0%	81.5%	81.5%	84.0%	The DfE academy conversion programme has a significant impact on the improvement of the aggregated Ofsted school profile for Rotherham. The first inspection for all new schools, including academies, will usually take place within three years of opening. If a convertor academy school opens they retain their latest Ofsted judgement and this is reported against the school, aggregated LA and national averages until their first school inspection (during the third year of the school opening). If a sponsored academy school opens their latest Ofsted judgement is removed from the school, LA and national aggregated profile. Schools with a 'requiring improvement' judgement that open as convertor academy school can retain that judgement for up to five years if they were due an inspection at the time of conversion.
			1.B1 (b)		% of early years settings which are good or better	Dean Fenton - Interim Education and Skills Lead	high	Termly	Inline with or above the national average (Academic Year)	✔	↻	86.7%	95.6%	94.3%	95.6%	94.6%	95.6%	96.5%	96.0%	95.5%	96.5%	There is a fluctuation in the numbers of registered providers with provisions registering or deregistering which can affect the overall data and month on month changes. 5 providers have de-registered or had their registrations cancelled in Q3; 10 providers have received an Ofsted Early Years Inspection in Q3. 9 providers have registered in Q3 and 3 providers have been inspected but had no children on roll. Q3 performance is 2.8% above the national average of 93.7% (August 2017)
			1.B2 (a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are i) Fixed term (Secondary school)	Dean Fenton - Interim Education and Skills Lead	low	Monthly	2,500 Academic Yr	●	↻	3,555	3,120	1,097	1,064	732	485	895	398	354	135	Please note that this is an annual measure which is based on academic year. As schools are establishing a more robust graduated response to SEMH preventative work they are making use of fixed term exclusions as part of that mechanism, using this opportunity to explore alternative approaches to children's education. Although there has been a decrease in performance since Q2 the month of month improvement within Q3 was seen for secondary schools but not for primary.
			1.B2 (b)		Reduction in the number of exclusions from school which are ii) Fixed term (Primary school)				280 Academic Yr	●	↻	406.0	358.0	84	106	101	39	108	54	24	30	
			1.B3	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	Local Dec target - 3.0% Annual Target 3.1% (Local Annual target based on Dec, Jan, Feb Ave)	✖	↻	5.3%	3.1%	2.9%	3.1%	4.1%	1.8%	3.2%	3.3%	3.2%	3.2%	The position at the end of September shows a NEET figure of 1.8% (against a local target of 2.4%). NEET figures can appear low at this time of year as enrolment and destination data is being applied to the system in line with the new academic year. There is a local monthly target set for NEET which is subject to change each month. In December, performance was 3.2% against a target of 3%. Work is ongoing across the service to ensure Young People are contacted wherever possible to support them to access education, employment and training.
			1.B4 (a)	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	Increase the number of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014)	Dean Fenton - Interim Education and Skills Lead	high	Monthly	90% by April 2018	✖	↻	58.30%	52%	54%	52%	55% (Sep 14 - Jun 17) 47% (Apr 17 - Jun 17)	87% (Jul 17 - Sep 17)	40% (Oct 17 - Dec 17)	41%	38%	42%	The reduction in Qtr 3 is more in line with Qtr 1. Performance in Qtr 2 included a period of six weeks where schools were closed and no requests for new ECHP's were received, therefore the numbers and % completed was proportionally smaller. The Year to Date figure is 58%.
			1.B4 (b)		Increase the number of Statements transferred to Education Health and Care Plans (based on Conversions cumulative from September 2014)	Dean Fenton - Interim Education and Skills Lead	high	Monthly	100% by April 2018	●	↻	19% (191/998)	47% (464/998)	38% (376/998)	47% (464/998)	48% (477/998)	62% (621/998)	70% (697/998)	65% (647/998)	68% (677/998)	70% (697/998)	Performance is cumulative from September 2014 to September 2017. Qtr 3 performance is still low but significant plans have been put in place to support the service to achieve their target by April 2018. Also of the 998 cases due to be converted from September 2014, 146 have been ceased. If the 146 are removed from the starting number of 998 this leaves 852 cases to be converted by the target date. At the end of quarter three 697 had already been converted, 178 are left to complete and 8 cases need to be started. Therefore this equates to 81.8% converted and 18.2% remaining of the 852.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target													Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17	
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	17%	✗	🔄	18.1%	17.0%	19.9%	17.0%	20.0%	21.2%	n/a (due Mar18)				National ambition was 11% or less by the end of 2015. 2016/17 full year for Rotherham = 17.0% which achieved the local target for 2016/17 of 18.4% or below. However, this was skewed by a very low Q2 figure. The 2017/18 local stretch target is set at 17.0% due to this and the potential impact of funding cuts. Note - The target is an annual target so applies at each quarter through 2017/18.

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 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 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17		Nov-17	Dec-17
A. Adults are enabled to live healthier lives	Terri Roche, Director of Public Health	2.A1 (a)	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Successful completion of drug treatment – a) opiate users (aged 18-75)	Jo Abbott - Public Health	High	Quarterly	No national target. Local ambition to be within LA Comparators Top Quartile	✗	⬇️	6.3% (2015)	3.9% (2016)	5.3%	4.7%	3.9%	3.5%	n/a (due Feb18)			Opiate exits remain a performance challenge for the current service provider. Public Health has increased the performance management on this area (see Performance Report for details) A new provider has been contracted for services from April 2018 with clear expectations for improved recovery targets (exits) Overall status is based on the latest available quarter (Q2). Rotherham's figure of 3.5% is outside the Top Quartile range of 7.8% - 11.0%. NOTE - Quarter shown as point of success i.e. 6 months after end of treatment where person did not re-present.	
		2.A1 (b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75)	Jo Abbott - Public Health	High	Quarterly	As above	✗	↻	42.9% (2015)	36.9% (2016)	44.7%	42.2%	36.9%	36.8%	n/a (due Feb18)			Performance on non-opiates has worsened recently but was stable between Q1 and Q2 (DOT). Overall status is based on the latest available quarter (Q2). Rotherham's figure of 36.8% is close to LA Comparators Top Quartile range of 37.8% - 46.9% and very similar to England (37.2%). NOTE - Quarter shown as point of success i.e. 6 months after end of treatment where person did not re-present.	
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.B1	We must ensure we make safeguarding personal	Proportion of Safeguarding Adults at risk who had engaged in determining their outcomes and of those who responded, the proportion who indicated that they felt their outcomes were met.	Andrew Wells - Head of Service Safeguarding & Professional Practice	High	Quarterly	80%	✔️	⬇️	72%	85%			99%	97%	96.20%		Performance continues to be above target which suggests MSP (Making Safeguarding Personal) approach is embedded within the safeguarding process.		
		2.B2		No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population adults (over 18 years) (Priority measure)	Andrew Wells - Head of Service Safeguarding & Professional Practice	High	Quarterly	250	✔️	⬆️	278	214		214	68	144	244		Performance is based upon no of S42 enquiries completed per 100,000 population. Target is an annual target and equates to 511 completed S42 enquiries in year. Currently, 502 enquiries have been completed (Apr-Dec17).		
		2.B3	We must ensure that information, advice and guidance is readily available (e.g. b increasing self assessment) and there are a wide range of community assets which are accessible	Number of people who are provided with information and advice at first point of contact (to prevent service need).	Jenny Anderton - Interim Head of Service - Single Point of Access and Enablement Services	High	Quarterly	2,750	✗	⬆️	944 (Nov-Mar)	2,780	587 (Oct-Nov only)	2,780	566	573	658		Performance is reflective of numbers of people (not currently in receipt of services) who are provided with information/advice at first point of contact without the need for formal assessment of need. The rate has improved in Q3 which is positive and reflects that work which has taken place to stabilise and improve response to an increased demand for assessment and allocation continues to be successful. Discussions have taken place with single point of access team to clarify recording of information and advice within LAS. Further meetings to take place to further explore and quality assure data which is included in this performance indicator.		
		2.B4	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 received a direct payment (excludes managed accounts)	Harpreet Kaur - Interim Head of Service - Localities, Transitions and High Cost Placements	High	Quarterly	22%	🟡	⬇️	17.5%	19.2%			20%	20%	19.8%		Data excludes MH.		
		2.B5		Number of carers assessments	Jenny Anderton - Interim Head of Service - Single Point of Access and Enablement Services	High	Quarterly	Baseline year	🟩	↻	2,420	771	164 (Oct-Nov only)	466 (year end total)	484	502	502		Baseline year - Data now being extracted using bespoke performance reporting. Q1 and Q2 numbers updated for consistency.		
		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 (offered the service) (Priority measure)	Jenny Anderton - Interim Head of Service - Single Point of Access and Enablement Services	High	Annual	2.5%	🟦		1.7%	1.8%								Annual indicator data is collected October -December '17 based upon hospital discharges to reablement services. Provisional outcome to be reported in Q4	
		2.B7		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Jenny Anderton - Interim Head of Service - Single Point of Access and Enablement Services	High	Quarterly	75%	✔️	⬇️	86.1%	81.9%		81.9% (year end)	87.5%	88.0%	87.40%		Data shows "as at" position at the end of each quarter. Performance from LAS 'out of box' reporting. Bespoke reporting being developed to support service with new performance management systems. Revised performance will be available in Q4 (this is expected to impact current reported performance negatively)		
		2.B8	We must commission service effectively working in partnership and co-producing with	All age numbers of New permanent admissions to residential nursing care for adults (Priority Measure)	Elaine Hill - Interim Head of Service - Localities, Transitions and High Cost Placements	Low	Quarterly	315	✔️	⬆️	432	356			76	148	233		Performance includes 64 people who have been in a short stay placement for longer than 28 days.		

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target												Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17		Dec-17
		2.B9	users and carers. We must use our resources effectively.	All age total number of people supported in residential/nursing care for adults (Priority measure)	Richard Smith - Interim Assistant Director of Independent Living and Support	Low	Quarterly	1,000	✗	⬆️	1,288	1,111			1,091	1,101	1,026				Performance relates to the number in residential/nursing care on the last day of each quarter. Performance has improved in Q3.

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

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

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target														Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly				
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17		
A. Communities are strong and help people to feel safe	Damien Wilson, Strategic Director Regeneration and Environment	3.A1(a)	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework	Public perception of ASB (via the "Your Voice Counts" quarterly survey)	Ajman Ali - Regeneration and Environment	Low	Quarterly	5% reduction on 2016-17 (27% Annual Target)	✖	🔄	30%	32%	32%	35%	35% (3% increase on target)	34% (2% ahead of 16/17 outturn and 1% decrease on Q1)	Your Voice Counts Q3 survey results due w/c 22.01.18				(Source of Data: Your Voice Counts Survey- Question, 'How much of a problem is ASB in your area' - % of respondees who perceive as a problem)) Q3 data due w/c 22/01/18 but not received.	
		3.A1(b)		Reduce the number of repeat victims of ASB	Ajman Ali - Regeneration and Environment	Low	Quarterly	Baseline Year	☐	🔄					85 callers came under the repeat victim criteria	94	Data cannot be provided this quarter. See comment				All Q3 data covers only up to 5/12/17 due to introduction of new Police systems. Also in respect of this indicator, staffing shortages within the Police analyst team has restricted their capacity to deliver taking into account work they are already committed to throigh the JSIA process.	
		3.A2		An increase in the % of positive outcomes over the year, for reported Hate Crime cases	Ajman Ali - Regeneration and Environment	High	Quarterly	24.2% (Which is a 10% Increase in % of cases leading to positive outcome 1-10 on South Yorkshire Police Crime Analysis Pages (CAP))	✖	🔄	38%	22%			13.95% which equates to a -0.7% reduction on the same period last year.	15.19% which equates to a 2% increase on the same period last year.	17.86% which equates to a 2% increase on the same period last year				Performance throughout this quarter has seen an increase in positive outcomes in relation to hate crime. This is a positive indication that work commenced to increase satisfaction and outcome in relation to hate crimes is beginning to bear some fruit. This continues to be monitored through the Safer Rotherham pArtnership who are establishing a new priority group to support work in this area. Q3 data only up to 5/12/17 due to introduction of new Police system.	
		3.A3		People at risk of domestic abuse, who are given successful support to: a) avoid or manage harm from others b) Maintaining accommodation c) Securing Accommodation	Ajman Ali - Regeneration and Environment	High	Quarterly	Baseline Year	☐	🔄		a) 99.5% b) 100% c)98%			a) 98% b) 100% c) 100%	a) 100% b) 98.5% c) 80%	a) 99.6% b) 97.8% c) 95.6%				Data obtained from Outcomes report supplied by Commissioning Team/ Rotherham Rise. Client base of those offered support is 186.	
		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)	Ajman Ali - 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 4) drivers that have obtained the BTEC / NVQ qualification.	✖	🔄	Figures for each sub-indicator: 1) 100% 2) 99% 3) 99.5% 4) 75%	Figures for each sub-indicator: 1) 100% 2) 99% 3) 99.5% 4) 75%	Figures for each sub-indicator: 1) 100% 2) 98% 3) 98% 4) 62%	Figures for each sub-indicator: 1) 100% 2) 99% 3) 99.5% 4) 75%	Figures for each sub-indicator: 1) 100% 2) 100% 3) 100% 4) 81%	Figures for each indicator 1) 100% 2) 100% 3) 100% 4) 87%	Figures for each sub-indicator a) 100% b) 100% c) 100% d) 94.4%				3 indicators at 100% , BTEC qualification measure is at 94.4%, the highest return since the Licensing policy came into force.	
		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	Christopher Burton, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>79%	✔	🔄	79% June 2015 82% December 2015 satisfied or fairly satisfied	79% June 2015 82% December 2015 satisfied or fairly satisfied	81% December 2016 satisfied or fairly satisfied		79% June 2017 satisfied or fairly satisfied						For the Q3 period there was a temporary switch to a 12 month survey, which following Q4, will revert back to a 6 monthly survey.	
		3.A5 b)		b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	Christopher Burton, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>69%	■		69% June 2015 61% December 2015 very or fairly satisfied	69% June 2015 61% December 2015 very or fairly satisfied	66% December 2016 very or fairly satisfied								For the Q3 period there was a temporary switch to a 12 month survey, which following Q4, will revert back to a 6 monthly survey.	
		3.A6		Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn , develop their skills or get a job.	Polly Hamilton - Regeneration and Environment	High	Quarterly	Baseline Year	☐	🔄						102,809	94,387	101,789				This is a baseline year. This measure is intended to capture information about the scale of learning activities delivered through culture, leisure and green spaces which, according to national research, contribute to community capacity-building, resilience and employability. Libraries and Neighbourhood Hubs showed an overall increase in engagement from the previous quarter, this was prodrominently due to an increase in school vists at the start of the acedemic year.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target													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 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17	
		3.A7	Create a rich and diverse cultural offer and thriving Town Centre	Customer satisfaction with culture, sport and tourism services	Polly Hamilton - Regeneration and Environment	High	Quarterly	Baseline Year							a- Libraries & CSC) 97.98% b- Heritage Sites) 95.45% c- Parks and Open Spaces) 84.50% d- Sport & Leisure Facilities) 95%	a- Libraries & CSC) 99.70% b- Heritage Sites) 87.47% c- Parks and Open Spaces) 84.50% d- Sport & Leisure Facilities) 95%	a- Libraries & CSC) 99.76% b- Heritage Sites) 92.57% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 95%				This is a baseline year and customer feedback systems are still being rolled out across services. Archives and Local Studies remote survey took place in November, awaiting results from CIPFA. Customer satisfaction with culture, sport and tourism services is assessed as % of people who said their overall experience was satisfactory. Nb- Parks and Open Spaces is assessed via a 2 yearly survey at Clifton, Rother Valley and Thrybergh Country Parks. Rating shown is from the 2015/16 survey, Next survey is due summer 2017 with results available in Q3.
		3.A8		Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock - Regeneration and Environment	High	Quarterly	>22,000,000			23,699,399	21,851,449	5,492,033 (17,031,477 - Cumulative)	4,808,955 (21,851,449 - Cumulative)	4,875,248 (a 13.5% decrease on Q1 16/17)	4,820,432 (a 15.07% decrease on Q2 16/17)	4,526,577 (an 11.47% decrease on Q3 16/17)				Following the closure of Primark in Nov 2017, footfall for High St in Dec 2017 has shown a decrease of 41% compared to Nov 2016. The town centre as a whole was down 22.87%.
		3.A9		Number of visits to the Councils, Culture and Leisure facilities a - Libraries b - Clifton Park Museum, archives and other heritage sites c - Civic Theatre d - Country Parks (Rother Valley, Thrybergh and Clifton Park) e - Visitor Information Centre f - Events g - Engagement and Outreach Activities h - Leisure Centres i - Other activities delivered by Third Parties (Priority Measure)	Polly Hamilton - Regeneration and Environment	High	Quarterly	Baseline Year							a: 151,538 b: 37,167 c: 18,358 d: 293,573 e: 0 f: 9200 g: 7,609 h: 341,501 i: 1320 (est) Total no. of visits = 820,266	a: 133,092 b: 44,758 c: 10,127 d: 283,770 e: 12,326 f: 52,800 g: 9,298 h: 304,896 i: 0 Total no. of visits = 851,067	a: 126,700 b: 14,508 c: 34,785 d: 186,426 e: 11,443 f: 7,560 g: 6,823 h: 304,920 i: 0 Total no. of visits = 693,165				Heritage Services: Overall, visit figures are lower by just under 7% when compared against Quarters 1-3 for 2016/17. This relates to significantly lower visitors figures to Clifton Park Museum during the summer months (as previously reported), along with the impact of the Christmas closure. It has also become apparent that the temporary exhibition hosted last year focussing on the Yorkshire Steel Man was a particular draw. Although visitor figures are lower for Clifton Park Museum, it is important to note that visitor figures are significantly higher at Boston Castle, which has been positively impacted by improved room hire. Archives and Local Studies visitor figures have also increased by 3%.
		3.B1 (a)		Percentage of the principal road network in need of significant repair	Ajman Ali - Regeneration and Environment	Low	Annual	4%			3%	3%					2%				The target is based on the national average condition and the Council aspires to be good or better.
		3.B1 (b)		% of the non-principal road networks in need of repair	Ajman Ali - Regeneration and Environment	Low	Annual	7%			6%	7%					5%				The target is based on the national average condition and the Council aspires to be good or better. The national average has improved from 7% to 6%
		3.B1 (c)		% of unclassified roads in need of repair (Priority Measure)	Ajman Ali - Regeneration and Environment	Low	Annual	<22%			24%	23%	23%	23%	23%	23%	23%				Although, the target may not be achieved the direction of travel is positive and has improved from 24% in March 2016. This is the first year of the 2020 Roads Programme, which will see an investment of £10m over three years. In 2017/18 £3m will be spent repairing the unclassified network i.e. estate roads. This will enable a total of 80 roads or 20,555sqm to be repaired by this initiative. At the end of the 3rd Quarter 70 highway repair schemes have been completed. As a result of this investment the number of claims received by the Council for accidents on the highway has reduced to an all-time low of 195 claims received (Jan – Dec) which when compared to the previous three year average is a 41% reduction. A further benefit of the investment in the highway network, has seen a significant reduction in the number of actionable defects (potholes) per 100km of road for the 3rd quarter when compared with the 2016/17 average.
		3.B2(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe Rotherham to	Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions) (Priority Measure)	Ajman Ali - Regeneration and Environment	High	Monthly	37+ (50% increase in prosecutions for the year)			Not available - baseline year	25	5	4	6	12 (Cumulative)	23 (Cumulative)	Not currently available	Not currently available	Not currently available	The data comprises 12 prosecution cases progressing to Court or sent to legal services for prosecution and 11 fixed penalty notices issued for fly tipping. 7 of the 12 prosecution cases have been heard at Court with successful outcomes. 5 are awaiting a court date.

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target													Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly				
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17		
B. Streets, public realm and green spaces are clean and well maintained		Damien Wilson, Strategic Director Regeneration and Environment	3.B2(b)	ensure that it is a safe and attractive place to live, work and visit	Ajman Ali - Regeneration and Environment	High	Monthly	5000 (cumulative for the year)	✔	⬇	Not available - baseline year	185	164	117	1,685	3,659	5,897	Not currently available	Not currently available	Not currently available	The data comprised 5779 fixed penalty notices issued by Kingdom for littering and dog fouling offences, in addition to another 118 other enviro-crime formal enforcement actions by the Community Protection Unit including litter and dog fouling offences as well as more complex investigations. These include requiring businesses to produce proof of their waste disposal arrangements in fly tipping hot spot areas and investigations into householders who have passed waste to people who have ultimately fly tipped waste.	
			3.B3	Total number of customer contacts by service area and overall total. Service areas measured are a) Street Cleansing, b) Grounds Maintenance, c) Litter, d) Waste Management. Contacts measured are: i) Official complaints ii) Compliments received iii) Service Requests	Ajman Ali - Regeneration and Environment	Low	Monthly	5% reduction,(target 75 cumulative) in the number of official complaints received in Grounds Maintenance, Street Cleansing, (includes Litter) and Waste Management)	✘	⬇	No of customer contacts for A) 1,301 B) 6,115 C) 452 D) 716 'Complaints 79	73	44 735 (Cumulative figure for year)	Grounds Maintenance i) Complaints 2 ii) Compliments 7 iii) Service Requests 370 Street Cleansing i) Complaints 6 ii) Compliments 7 iii) Service Requests 1938 Waste Management i) Complaints 15 ii) Compliments 8 iii)Service Requests 9032 Total cumulative complaints figure= 23	Grounds Maintenance i) Complaints 1 ii) Compliments 3 iii) Service Requests 812 Street Cleansing i) Complaints 3 ii) Compliments 2 iii) Service Requests 2883 Waste Management i) Complaints 20 ii) Compliments 3 iii)Service Requests 9333 Total cumulative complaints figure= 47	Grounds Maintenance i) Complaints 2 ii) Compliments 0 iii) Service Requests 87 Street Cleansing i) Complaints 4 ii) Compliments 5 iii) Service Requests 1717 Waste Management i) Complaints 10 ii) Compliments 7 iii)Service Requests 8665 Total cumulative complaints figure= 63				Nb-quarterly figures in 16/17 relate to Grounds Maintenance contacts only. Throughout this year the schedule has been modified to deliver the information requested. The Q3 information now presents all requests for service, complaint and compliments. This information relates to Grounds Maintenance, Street Cleansing, Litter and Waste services, (the litter information is an extract from the street cleansing data). The number of complaints recorded can be seasonal dependent on services which is demonstrated by a dip in overall numbers during Q3, however this reduction will not be sufficient if the trend continues to meet the target of reducing complaints by 5% from 79 in 16/17 to 75 in 17/18. However if Q3 performance is replicated in Q4 we will have received 79 complaints mirroring 2016/17. It should be noted that the number of complaints versus activity is very low, taking the waste service as an example they undertake in excess of 7million visits to residents properties with only 45 complaints to date. We will continue to work with staff to understand complaints and improve the services delivery through weekly review of issues arising.		
			3.B4	Ensure an efficient and effective waste and recycling service	Number of missed bins per 100,000 collections (Priority Measure)	Ajman Ali - Regeneration and Environment	Low	Quarterly	60	✔	⬇	62.7	46.92	38.21 (45.75 - YTD)	29.82 (46.92 - YTD)	46.07	Q2 - 38.78 Overall YTD - 42.42	Q3 -33.90 Overall YTD - 39.86				Missed bin performance is showing an improvement over the same quarter in 2016/17. A reduction from 38.21 missed bins per 100,000 collections in 2016/17 to 33.90 in 2017/18. We are also seeing a quarter on quarter improvement in 2017/18.Continued analysis of missed bins reports and weekly performance meetings of frontline staff by supervisors is undertaken. Information is disseminated to collection crews through Team Briefings and this has helped to maintain focus on reducing missed bin collections.The quarter 3 figure of 33.09 equates to only 0.033% of all bin collections being reported as missed. The Association for Public Service Excellence (APSE) performance reports an average of 61.12 missed bins per 100.00 for the full year performance for reporting authorities.
			3.B5		% of waste sent for reuse (recycling and composting) (Priority Measure)	Ajman Ali - Regeneration and Environment	High	Quarterly	45%	✔	⬇	43.11%	45.30%	Performance (cumulative) up to 31.12.16 = 47.28% Forecasted performance up to 31.3.17 = 45.1%	45.3% (Cumulative)	52.53%	51.57% Current estimate for March 2018 - 45.25%	48.75% Current estimate for March 2018 - 45.74%				The figure supplied for Q3 has a small element of Estimation. Most of the details of waste arising's from Oct to Dec have been received but we are still waiting for some waste tonnage data for Dec (From 3rd parties waste disposers who need to calculate their data before supplying. Not due until end of Jan) But figure is within 1% of actual. Recycling figure is starting to reduce due to seasonal fluctuation.

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

Key		Overall status (relevant to target)																			
		✔	Measure progressing above or in line with target set						✖	Measure under development (e.g. awaiting data collection or target-setting)											
		●	Measure progress has been satisfactory but is not fully reaching target set						□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)											
		✖	Measure has not progressed in accordance with target set						■	Measure information not yet available (e.g. due to infrequency or timing of information/data)											
		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target													Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17	
A. Businesses supported to grow and employment opportunities expanded across the borough	Damien Wilson, Strategic Director Regeneration and Environment	4.A1		Overall number of businesses in the Borough	Paul Woodcock - Regeneration and Environment	High	Annual	7,000	■		6,390	6,810		6,810							This data comes from the ONS UK Business Counts (Inter Departmental Business Register) which is only updated annually . For Rotherham 6,810 in 2016.
		4.A2		Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old (Priority Measure)	Paul Woodcock - Regeneration and Environment	High	Annual	55	■		47	52.6		52.6							This data comes from the ONS UK Business Counts Register. Latest data 2016
		4.A3		Number of new businesses started with help from the Council	Paul Woodcock - Regeneration and Environment	High	Quarterly	Baseline Year	□	🔄	Not available as not previously required	Not available as not previously required			7	22	15				
		4.A4		Survival rate of new businesses (3 years)	Paul Woodcock - Regeneration and Environment	High	Annual	60.0%	■		60%	59.9%									NB,As at 31/03/17 the survival rate of business using RMBC Incubation services was 85%
		4.A5	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)	% vacant floor space in the Town Centre area	Paul Woodcock - Regeneration and Environment	Low	Quarterly	Baseline Year	□	🔄	Not available as not previously required	Not available as not previously required			19.30%	22.30%	23%				Service reported last month on % of vacant units, which is how this was historically measured. Q1 & 2 data amended to reflect the % of vacant floorspace. Please note amended figure for Q2 due to the rectification of a formula error.
		4.A6		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).	■		100,000	104,000								Source the ONS Business Register and Employment Survey. Updates released annually in September. Latest return 104,000 received end last year for year ended 31/12/16	
		4.A7		Narrow the gap to the UK average on the rate of the working age population economically active in the borough (Priority Measure)	Paul Woodcock - Regeneration and Environment	Low	Quarterly	For 2017/18, reduce the gap from 4.3% to 4.0%. Achieve national average in next 5 years (0.8% reduction a year)	✔	🔄	1% gap	4.3%	6.0%	4.30%	4.5% (June 17 data)	3.1% (Sep 17 data)				Sep 17 data 4Q avg for Rotherham = 74.9% compared to UK rate of 78.0% Source, ONS Population Survey	
		4.A8		Number of Planning Applications determined within specified Period: a) Major 13 weeks b) Minor 8 weeks c) Other 8 weeks	Paul Woodcock - Regeneration and Environment	High	Quarterly	All at 95%	✔	🔄	89.9%	99.9%			a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%				Local Government Association Benchmarking data establishes that Rotherham is the lowest cost but highest performing authority within the city region (and 3rd lowest cost nationally for our peer group).
er in the social rented, private rented or home		4.B1	Implement the Housing Strategy 2016-2019 to provide high quality	Number of new homes delivered during the year (Priority measure)	Tom Bell - Adult Social Care and Housing	High	Quarterly	641 (10% more homes than 2016/17)	✖	🔄	663	593	123	91	138	69	130				130 new homes were built in the borough during the third quarter of the year. This represents a reduction of 8 homes compared to quarter 1 but an increase of 61 compared to quarter 2 .Despite this fluctuation in the delivery of new homes it is very likely the year end target of delivering a minimum 641 new homes in the borough during the year will not be met. Many external factors impact on the Councils ability to deliver this measure including market/investor confidence, interest rate levels and the general state of the economy.Despite these external factors a number of plans and strategies are in place that will generate more homes in the future. The DOT rating is based on comparisons in performance between quarters 2 and 3 of the current year .

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target														Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly				
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17		
B. People live in high quality accommodation which meets their need, whetl ownership sector	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	4.B2	accommodation	% of stock that is non-decent	Tom Bell - Adult Social Care and Housing	Low	Quarterly	0.5%	✔	⬆	0.00%	0.00%	0.13%	0.00%	0.51%	0.40%	0.25%				At the end of quarter 3, 0.25% of the Councils housing stock is non decent .This is 0.26% lower / better than for quarter 1 and 0.15% better than for quarter 2 . Based on this information and previous track record the Council is currently ahead of target and extremely confident the year end target to ensure less than 0.50% of its stock is non decent will be achieved. The DOT rating is based on comparisons in performance between quarters 2 and 3 of the current financial year .	
		4.B3	Private rented housing – improving standards through selective licensing	% of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority Measure)	Ajman Ali - Regeneration and Environment	High	Monthly	95%	●	⬆	Not available as not previously required	85%		85%	93%	93%	94%	93%	94%	94%	1,707 of the 2003 privately rented properties registered under the Councils Selective Licensing Scheme have been inspected by the end of quarter 3. 94% of the 1707 inspected properties comply with licensing agreements issued by the Council and further work, including recruitment of additional staff will be made in the 4th quarter to ensure the 95% target for the measure is achieved by the end of the current financial year. The DOT rating is based on comparisons in performance between quarters 2 and 3 of the current year .	
C. Adults supported to access learning improving their chances of securing or retaining employment	Ian Thomas, Strategic Director Children and Young People's Services	4.C1	Improve participation, performance and outcomes of people aged 19+ accessing Council funded and RMBC delivered adult learning provision.	Increase the number of people aged 19+ supported through a learning programme	Dean Fenton - Interim Education and Skills Lead	High	Monthly	1,950				1500	217	676	1,038	1,401	No longer available	No longer available	No longer available	No longer available	As a result of the Ofsted inadequate inspection judgement, the Council in partnership with the Education & Skills Funding Agency (EFA) agreed that Rotherham adult learner's interest will be better served by the Council ceasing to be a service provider of adult learning, but that the adult education budget scheduled for the Council for 2017/18 be retained in Rotherham through another provider. Governance will be via the Business Growth Board, Health & Well Being Board and the newly evolving Local Integration Board. Montly figures for these measures are no longer available due to changes outlined.	
		4.C2		Increase the number of learners progressing into further learning, employment and/or volunteering	Dean Fenton - Interim Education and Skills Lead	High	Monthly	55%				30.9%	8.7%	13.4%	21.7%	24.3%	No longer available	No longer available	No longer available	No longer available		

Corporate Priority 5 – A modern, efficient Council

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

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target														Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly				
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17		
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	Graham Saxton - Finance and Customer Services	High	Monthly	97% (Top Quartile Met Authorities)	✔	🔄	97.3%	97.3%	80.8%	97.3%	27.7%	54.0%	80.41%	62.9%	71.7%	80.4%	The current performance of 80.41% is 0.42% below performance at the same last year. Resources are being targeted at in year Council Tax collection in order to ensure that the position can be improved as much as possible by 31st March. National performance figures have been released for 2016/17 which show Rotherham retaining its position as 4th highest performing Met (out of 36) with 97.3%. The Met Council average for 16/17 was 95.4%, but this figure can be distorted by the design of local Council Tax support schemes.	
		5.A2		% non-domestic (business) rates collected in the current financial year	Graham Saxton - Finance and Customer Services	High	Monthly	98% (Top Quartile Metropolitan Authorities)	✔	🔄	98.1%	98.3%	81.7%	98.3%	29.0%	54.9%	80.5%	64.0%	72.6%	80.5%	The current performance of 80.49% is 1.16% below performance at the same time last year. Performance is impacted by a number of recently assessed properties for which payment was not due until January 2018. Resources are being targeted at in year Non Domestic Rates collection in order to ensure that the position can be improved as much as possible by 31st March. National performance figures have been released for 2016/17 which show Rotherham retaining its position as 7th highest performing Met (out of 36) with 98.3%. The Met Council average for 16/17 was 97.3%.	
B. Effective Governance Arrangements and decision making processes are in place	Shokat Lal, Assistant Chief Executive	5.B1	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	Number of pre-scrutiny recommendations adopted	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	80%	✔	🔄	Not available - not previously been required	100%	100%	100%	100%	97%	100%				All but one pre-decision scrutiny recommendations have been fully accepted by Cabinet and adopted as formal resolutions when decisions have been made. It should also be noted that where recommendations have been made to Commissioners, these have also been fully accepted and incorporated within decisions that they have made for those functions which they are responsible.	
C. Staff listen and are responsive to customers to understand and relate to their needs	Shokat Lal, Assistant Chief Executive	5.C1	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	a) Total number of complaints received by the Council	Jackie Mould - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	🔲		695	1016	275	265	237	252	301	127	103	71	The number of complaints received in Q2 has increased. This is in line with Quarterly trends of numbers received but it is lower than Q2 16-17.	
		5.C2		b) % of complaints closed and within timescale (cumulative)	Jackie Mould - Assistant Chief Executive's Directorate	High	Monthly	85%	✖	🔄	80%	89%	86%	89%	76%	78%	80%	87%	73%	91%	Performance has increased. Exceeded target in December 17. Performance issues in R+E and CYPs remain. This has been feedback to management teams in both Directorates. Services encouraged to share best practice in complaint handling.	
		5.C3		Number of compliments received	Jackie Mould - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	🔲		603	848	226	271	292	226	212	102	86	24	Reduction on the previous quarter. Management Teams have been asked to encouraged staff to report compliments received.	
		5.C4	Resident satisfaction - Assessing overall public opinion on the way the council is working and responding to customers	% of residents who feel that the Council keeps them informed	Christopher Burton, Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	46%	✔	🔄	44% June 2015 49% December 2015	43% June 2016 48% December 2016	48% very or highly satisfied December 2016		49% very or highly satisfied June 2017						For the Q3 period there was a temporary switch to a 12 month survey, which following Q4, will revert back to a 6 monthly survey.	
	Judith Badger, Strategic Director Finance and Customer Services	5.C5	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	Baseline Year	🔲	🔄	36%	21%		21%		26%					6 monthly measure. Data up to Q2 of 2016/17 was incorrectly calculated and overstated the number of online transactions. The target in the Council Plan was also overstated and therefore the indicator has been reset to be a baseline year.	
re		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 (Priority Measure)	Sue Palfreyman, Assistant Chief Executive's Directorate	High	Quarterly	95%	✖	🔄	96%	96%	96%	96%	69%	91%	92%				Reminders were issued to Directorate Senior Management with details of employees who had not had a PDR recorded for 2017/18 on 13 th October, performance improved 1% leaving annual performance 3% short of last year's outturn. Further analysis of non-completions to take place and targeted actions with managers.	

		Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target													Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Outcome	Lead Accountability (Strategic Director)								Overall status	DOT	Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q3 Oct - Dec 2016	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Oct-17	Nov-17	Dec-17	
D. Effective members, workforce and organisational culture	Shokat Lal, Assistant Chief Executive	5.D2	Sickness is managed and staff wellbeing supported	Days lost per FTE (Priority measure)	Sue Palfreyman, Assistant Chief Executive's Directorate	Low	Monthly	10.3	●	↻	10.43 Days (excluding schools)	10.97 Days (excluding schools)	10.70 days (excluding schools)	10.97 days (excluding schools)	10.59 days (excluding schools)	10.33 days (excluding schools)	10.39 days (excluding schools)				Sickness absence, which traditionally increases in the winter months, showed a slight rise from the previous quarter. Over the first three quarters of the year sickness absence has fallen 6%. Targeting of specific issues continues.
		5.D3	Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost (Priority measure)	Sue Palfreyman, Assistant Chief Executive's Directorate	Low	Monthly	10% reduction	✓	↻	£6.8m	£10.2m	£7,335 (+43%)	£10,211 (+50%)	£1.789m(-21%)	£3.856m (-37%)	£5.953m (-22%)				Although agency numbers increased in Adults and Children's during the quarter annual projected agency expenditure for 2017/18 is currently 22% lower than actual agency cost in 2016/17.
		5.D4		Reduction in the amount of CYPs agency social workers (Priority Measure)	Mel Meggs, CPYS	Low	Monthly	49	●	↻		77		77	71	64	70	75	72	70	A targeted agency reduction plan is in place and when permanent recruitment is made an agency leaver is identified as a result. This is tracked and monitored on a monthly basis which saw a decline in the performance from Q2 to Q3 from 64 to 70.
		5.D5	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	95%	✓	↻	80%	87%					100%				100% of Members have now had a PDP interview

Summary Sheet

Name of Committee and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 12 March 2018

Report Title

Fees and Charges 2018-19

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

Yes

Strategic Director Approving Submission of the Report

Judith Badger – Strategic Director, Finance and Customer Services

Report Author(s)

Graham Saxton – Assistant Director, Financial Services
01709 822034 or graham.saxton@rotherham.gov.uk

Ward(s) Affected

All

Summary

To consider proposed fees and charges for 2018-19.

Recommendations

That the Council's fees and charges for 2018/19 be approved.

List of Appendices Included

Appendix A – Fees and Charges Schedule 2018-19
Appendix B – Libraries Fees and Charges
Appendix C – Borough Fairground Fees
Appendix D – Building Regulation Fees
Appendix E – Clifton Park Weddings Fees
Appendix F – Charitable Collection Fees
Appendix G – External Premises Fees
Appendix H – Equipment Hire, Staffing Costs and Conditions
Appendix I – Registration Fees
Appendix J – Regulation and Enforcement Fees
Appendix K – Highways Fees
Appendix L – Leisure, Tourism and Green Spaces Fees and Charges
Appendix M – Markets Fees and Charges
Appendix N – Parking Charges

Appendix O – Pest Control Fees and Charges
Appendix P – Pre-application charging proposals
Appendix Q – Rotherham Heritage Services Fees and Charges
Appendix R – Property Addressing Charges
Appendix S – Theatre Hire Charges

Background Papers

Budget and Council Tax 2018/19 – Council – 28 February 2018
Allotment Rents 2019/20 – Cabinet – 19 February 2018
Housing Revenue Account Rents and Service Charges 2018/19 – Cabinet – 15 January 2018

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Overview and Scrutiny Management Board

Council Approval Required

No

Exempt from the Press and Public

No

Fees and Charges 2018/19

1. Recommendations

- 1.1 That the Council's fees and charges for 2018/19 be approved.

2. Background

- 2.1 The Budget and Council Tax 2018/19 report approved by Council on 28th February included a recommendation that all Council Fees and Charges are increased for 2018/19 by the September 2017 CPI increase of 3%, other than Fees and Charges which are determined by national statute and that lists of all Fees and Charges proposed for 2018/19 are submitted to Cabinet in March for approval.
- 2.2 Cabinet have already agreed Housing Revenue Account Rents and Service Charges for 2018/19 at the meeting on 15th January and agreed Allotment Rents for 2019/20 at the meeting on 19th February. There is a statutory requirement for the Council to notify allotment tenants of fees and charges increases a year in advance.
- 2.3 Some specific increases to fees and charges were consulted on as part of the 2018/19 budget consultation and are included within the 2018/19 budget as specific budget savings :
- Planning Fees
 - Riverside House Café
 - Civic Theatre
 - Parks & Country Parks
- 2.4 This report details fees and charges for 2018/19 for the rest of the Council's services.

3. Key Issues

- 3.1 The Council approval to increase fees and charges by 3% for 2018/19 will generate around £1m additional income for the Council which has been included within the Council's budget for 2018/19.
- 3.2 Detailed fees and charges proposals for 2018/19, other than those already agreed by Cabinet, are now appended to this report for Cabinet approval.
- 3.3 In proposing fees and charges for 2018/19, the following considerations have been made by some services which are different to a simple uplift of the 2017/18 rate of fees and charges by 3%.

Children's Services Traded Services

- 3.4 A 3% increase is not proposed for the school music service as it is considered that this would have an adverse impact on income levels for the service. The service is looking at different delivery models to engage more children and build participation in the service. Also the charges for a number of other traded services with schools are still under review to assess the relative market position of those services. A further update detailing fees and charges for these services will be brought back to Cabinet in May.

Regeneration and Environment

Markets

- 3.5 A 3% across the board increase is not proposed for the markets complex but a more targeted suite of measures which will meet the additional income requirement. This approach is to address falling footfall in the markets, an increase in voids and joint work between the Council and businesses to improve footfall, spend and overall trading conditions.

Car Parking

- 3.6 In respect of car parking charges, it is not proposed to increase charges in 2018/19. The Council is mindful in particular of the reducing footfall in the town centre and the need to encourage visitors to support town centre businesses. The Directorate will review a suite of measures which will support town centres whilst at the same time delivering the required income overall.

4. Options considered and recommended proposal

- 4.1 These are set out in Section 3 above

5. Consultation

- 5.1 The proposed fees and charges have been developed as part of the 2018/19 budget proposals. Responses to the Council's consultation on the 2018/19 budget were included within the Budget and Council Tax 2018/19 report to Council on 28th February 2018.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Managers of the relevant services are responsible for the implementation of the recommended fees and charges. These will take effect on 1st April 2018 unless there are formal fees and charges agreements already in place beyond that timescale.

7. Financial and Procurement Implications

- 7.1 The Council's budget for 2018/19 includes £1m from increases to fees and charges in 2018/19 based on the year on year CPI inflation rate as at September 2017 (3%).

7.2 The estimate of £1m additional income was made taking into account that there would be a number of practical considerations around the exact increases to apply to individual services which might lead to variations from a simple 3% uplift to all fees and charges.

7.3 Overall, the proposed increases to fees and charges as set out in this report are in line with those budget assumptions.

8. Legal Implications

8.1 The Council's ability to levy or increase fees and charges will depend in each service area upon the applicable statute under which the power to levy the fee or charge is set out and upon relevant caselaw relating to fees and charges in that service area. Relevant restrictions upon the level of fees and charges for each service area are set out in the Appendices to this report.

9. Human Resources Implications

9.1 None

10. Implications for Children and Young People and Vulnerable Adults

10.1 Discounted rates are available to children, young people and Rothercard holders for a range of services.

11. Equalities and Human Rights Implications

11.1 None

12. Implications for Partners and Other Directorates

12.1 Where appropriate any implications have been discussed with partners

13. Risks and Mitigation

13.1 Risks of the impact of increasing rates of fees and charges have been considered as part of developing the proposed rates for 2018/19. The general 3% increase is the prevailing rate of inflation.

14. Accountable Officer(s)

	Named Officer	Date
Strategic Director of Finance & Customer Services	Judith Badger	23.02.2018
Assistant Director of Legal Services	Dermot Pearson	23.02.2018
Head of Procurement (if appropriate)		
Head of Human Resources (if appropriate)		

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

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

Fees & Charges to the Public and External Organisations – 2018/19

Includes:

- 1. Adult Care**
- 2. Housing – HRA**
- 3. Children & Young People's Services**
- 4. Finance & Customer Services**
- 5. Assistant Chief Executive**

Note:

Fees & charges to the public and external organisations levied by the Regeneration & Environment Directorate are included as separate individual appendices

Directorate: Adult Care and Housing

Service Area	Charged for Service	Charge 2017/18	Charge 2018/19	Change in Charge 2017/18 to 2018/19	Charge Unit (E.g. Day, Hour, Session, visit, etc)	References (E.g. Cabinet Report/date, Budget Proposal Ref, etc)	Additional Information (E.g. Annual inflation increase, revised charge based on demand, legislation change, etc)
		£	£	£			
Adult Care	Domiciliary Care	15.43	15.89	+0.46	Hour		In line with CPI (Sept 2017) +3%
Adult Care	Day Care	15.00	30.00	+15.00	Session	Cabinet Report – November 2016 (Minute No. 113)	Increase implemented from 01/01/17 after review of charges including benchmarking and consultation with service users. Further increase was agreed from 1 October 2017 to £30 per session delayed until April 2018.
Adult Care	Day Care Meal	4.70	4.84	+0.14	Meal		In line with CPI (Sept 2017) +3%. Only affects a small number of service users.
Adult Care	Transport	5.00	5.15	+0.15	Return Journey		In line with CPI (Sept 2017) +3%.
Adult Care	Community Alarms (Rothercare)	2.77	2.85	+0.08	Week		In line with CPI (Sept 2017) +3%.
Adult Care	Residential Care – Older People	564	580	+16.00	Week		Increase in line with annual increase in pensions (3%)
Adult Care	Residential Care – Learning Disabilities (Parkhill Lodge)	620	656	+36.00	Week		Revised actual cost of service – limited impact as no service users currently pay the maximum charge.
Adult Care	Learning Disabilities – Respite Care	1307	1368	+61.00	Week		Revised actual cost of service – limited impact as no service users currently pay the maximum charge.
Adult Care	Extra Care Housing Support	28.06	28.90	+0.84	Week		In line with CPI (Sept 2017) +3%.

Directorate: Adult Care and Housing – HRA charges

Service Area	Charged for Service	Charge 2017/18	Charge 2018/19	Change in Charge 2017/18 to 2018/19	Charge Unit (E.g. Day, Hour, Session, visit, etc)	References (E.g. Cabinet Report/date, Budget Proposal Ref, etc)	Additional Information (E.g. Annual inflation increase, revised charge based on demand, legislation change, etc)
		£	£	£			
Housing	HRA Standard Rent (average)	73.60	72.87	-0.73	Weekly	Cabinet Report 15/Jan/18	Legislation requiring rent reduction of 1%
Housing	Garage Rent	4.75	4.89	+0.14	Weekly	Cabinet Report 15/Jan/18	Increase CPI Sept 2017 +3%
Housing	Garage Rent – non council tenant	5.70	5.87	+0.17	Weekly		Increase CPI Sept 2017 +3%
Housing	Surfaced Garage Plot	57.14	58.85	+1.71	Annual Fee	Cabinet Report 15/Jan/18	Increase CPI Sept 2017 +3%
Housing	Non –Surfaced Garage Plot	51.43	52.97	+1.54	Annual Fee	Cabinet Report 15/Jan/18	Increase CPI Sept 2017 +3%
Housing	Cooking Gas	0.81	0.83	+0.02	Weekly	Cabinet Report 15/Jan/18	Increase CPI Sept 2017 +3%
Housing	Communal Facility	4.50	4.64	+0.14	Weekly	Cabinet Report 15/Jan/18	Increase CPI Sept 2017 +3%
Housing	Laundry Facility	1.50	1.55	+0.05	Weekly	Cabinet Report 15/Jan/18	Increase CPI Sept 2017 +3%
Housing	District Heating Unit Charge	6.28	6.28	0	Unit of heat used	Cabinet Report 15/Jan/18	Charges for 2017/18 were reviewed in November 2017 and reduced, backdated to April 2017 (Cabinet Report November 2017), therefore no further change for 2018/19.
Housing	District Heating : Bedsit	9.66	9.66	0	Weekly	Cabinet Report 15/Jan/18	
Housing	District Heating : 1 Bed	11.25	11.25	0	Weekly	Cabinet Report 15/Jan/18	
Housing	District Heating : 2 Bed	12.90	12.90	0	Weekly	Cabinet Report 15/Jan/18	
Housing	District Heating : 3-4 Bed	14.93	14.93	0	Weekly	Cabinet Report 15/Jan/18	

Directorate: Children & Young People Services

Service Area	Charged for Service	Charge 2016/17	Charge 2017/18	Charge 2018/19	Change in Charge 2017/18 to 2018/19	Charge Unit (e.g. Day, Hour, Session, visit, etc.)	References (e.g. Cabinet Report/date, Budget Proposal Ref, etc.)	Additional Information (e.g. Annual inflation increase, revised charge based on demand, legislation change, etc.)
		£	£	£	£			
Schools Traded	Admissions Service	28.38	28.38	28.38	0	Per Admission number	Brochure of Traded Service	Annual agreement – academic year
Schools Traded	Appeals Service	128.00	128.00	128.00	0	Per Appeal	Brochure of Traded Service	Annual agreement – academic year
Schools Traded	Building Design and Construction						Brochure of Traded Service	Variable dependent upon service provided.
Schools Traded	Education Catering Services						Brochure of Traded Service	Variable dependent upon option provided. Option 1 – full catered service. Option 2 – managed service. Option 3 – monitoring service.
Schools Traded	CLEAPSS membership (Consortium of Local Education Authorities for the Provision of Science Services)	275.00	275.00	Under review		Per school	Brochure of Traded Service	2017/18 rate dependent upon subscription charge set by CLEAPSS
Schools Traded	Corporate Print Services						Brochure of Traded Service	Variable dependent upon requirement. Pay as used.
Schools Traded	Drainage Service						Brochure of Traded Service	Variable dependent upon requirement. Pay as used.
Schools	Educational	360.00	360.00	360.00	0	Per session	Brochure of Traded	Variable dependent upon

Traded	Psychology						Service	option chosen. Sessional charge reduced to £355 (if use over 40 sessions (based on 2 sessions per day)), £350 (80 sessions). If request received after 31 st March, sessional charge increased to £440. No changes between years.
Schools Traded	Facilities Services						Brochure of Traded Service	Variable dependent upon requirement
Schools Traded	Facilities Services - Advice and guidance package, Primary schools	250.00	350.00	360.50	10.50	Per school	Brochure of Traded Service	+3%
Schools Traded	Facilities Services - Advice and guidance package, Secondary schools	350.00	450.00	463.50	13.50	Per school	Brochure of Traded Service	+3%
Schools Traded	Facilities Services - Hourly rate	40.00	50.00	50.00	51.50	Per hour	Brochure of Traded Service	+3%
Schools Traded	Finance support for maintained schools						Brochure of Traded Service	Variable dependent upon requirement (but +3% for new financial year)
Schools Traded	Free school meals eligibility assessment service	5.12	5.12	Under review	0	Per eligible school meal pupil	Brochure of Traded Service	
Schools Traded	Genuine Partnerships and Rotherham						Brochure of Traded Service	Variable dependent upon requirement

	Charter Services							
Schools Traded	Grounds Maintenance Service						Brochure of Traded Service	Variable dependent upon range and scale of work
Schools Traded	Heritage Services – full day session	7.50	6.50	Under review	0	Per child	Brochure of Traded Service	
Schools Traded	Heritage Services – full day session (minimum charge)	150.00	175.00	Under review	0	Per class (16/17, 25 pupils or less; 17/18, 27 pupils or less)	Brochure of Traded Service	
Schools Traded	Heritage Services – half day session	4.00	4.00	Under review	0	Per child	Brochure of Traded Service	
Schools Traded	Heritage Services – half day session (minimum charge)	100.00	108.00	Under review	0	Per class (16/17, 25 pupils or less; 17/18, 27 pupils or less)	Brochure of Traded Service	
Schools Traded	Heritage Services – cooking session (new for 17/18)	n/a	4.50	Under review	0	Per child	Brochure of Traded Service	
Schools Traded	Heritage Services – cooking session (minimum charge) (new for 17/18)	n/a	122.00	Under review	0	Per class (16/17, 25 pupils or less; 17/18, 27 pupils or less)	Brochure of Traded Service	
Schools Traded	HR Consultancy Service – training on HR issues	75.00	75.00	77.25	2.25	Per delegate per 2 hour session	Brochure of Traded Service	+3%
Schools Traded	HR Consultancy Service –	400.00 (per day) or £50	400.00 (per day) or £50	412.00 (per day) or	12.00	Per day (or hour)	Brochure of Traded Service	+3%

	intensive support by HR professional	(per hour)	(per hour)	£51.50 (per hour)				
Schools Traded	HR Transactional Services – Maintained School, DBS checks	National rate + £12 (admin)	National rate + £12 (admin)	National rate + £12 (admin)	0	Per check	Brochure of Traded Service	National rates for DBS fees are: £26 for a standard check £44 for an enhanced check £44 for an enhanced with barred list check
Schools Traded	HR Transactional Services – Maintained School, Conversion	750.00	750.00	777.50 - 787.50	27.50 – 37.50	Per conversion	Brochure of Traded Service	+3%
Schools Traded	Identity Badge Service						Brochure of Traded Service	Pay as used
Schools Traded	Insurance Service						Brochure of Traded Service	Variable dependent upon requirement / nature of policy
Schools Traded	Learning Support Service	55.00	55.00	55.00	0	Per hour	Brochure of Traded Service	Variable dependent upon requirement
Schools Traded	Legal Services	200.00 (Primary) 350.00 (Secondary)	200.00 (Primary) 350.00 (Secondary)	209.00 (Primary) 365.75 (Secondary)	0	Annual subscription	Brochure of Traded Service	Pay as used rates £38 – £62 dependent upon officer providing information Average of 4.5% across the board. No change to ‘pay as you go’ hourly rates
Schools Traded	Leisure and Community Services – Adventure Valley Play Area	2.00	2.00	Under review	0	Per child	Brochure of Traded Service	
Schools Traded	Leisure and Community	110.00	110.00	Under review	0	Per 10 children per	Brochure of Traded Service	

	Services – Activity Centre and Water sports					90 minutes		
Schools Traded	Rotherham Music Service – First access	tbc	440.00	440.00	0	Per term	Brochure of Traded Service	No increase
Schools Traded	Rotherham Music Service – Instrumental lessons	tbc	92.00	92.00	0	Per term	Brochure of Traded Service	No increase
Schools Traded	Rotherham Music Service – Small group tuition	tbc	40.00	40.00	0	Per hour	Brochure of Traded Service	No increase
Schools Traded	Outdoor Learning and Educational Visits Service	1.46	1.50	Under review	0	Per pupil	Brochure of Traded Service (subject to review)	Different options. Option 2 includes Duke of Edinburgh Award flat fee £350 (secondary/college), £50 (special school).
Schools Traded	Outdoor Learning Facilities (Crowden Outdoor Educational Centre)						Brochure of Traded Service (subject to review)	Variable
Schools Traded	Pest Control Services	64.00	64.00	Under review	0	Per hour	Brochure of Traded Service	Annual contract starts at £150
Schools Traded	Plan Printing Service						Brochure of Traded Service	Variable dependent upon requirement
Schools Traded	Risk Management Service – requested site visit	56.00	56.00	Under review	0	Per hour	Brochure of Traded Service	Academies are charged annually according to school numbers
Schools Traded	Rockingham PDC						Brochure of Traded Service	Variable dependent upon requirement

Schools Traded	Rotherham School Improvement Service						Brochure of Traded Service	Variable dependent upon requirement
Schools Traded	Schools Loan Service – Gold Service (Library plus museum)	790.00 (plus £6.95 per pupil)	790.00 (plus £6.95 per pupil)	797.90 – 813.70	£7.90 - £23.70	Base allocation	Brochure of Traded Service	Increase between 1 and 3%
Schools Traded	Schools Loan Service – Library service	650.00 (plus £6.95 per pupil)	650.00 (plus £6.95 per pupil)	656.50 – 669.50	£6.50 - £19.50	Base allocation	Brochure of Traded Service	Increase between 1 and 3%
Schools Traded	Schools Loan Service – Museum Loans service	650.00	650.00	656.50 – 669.50	£6.50 - £19.50	Base allocation	Brochure of Traded Service	Increase between 1 and 3%
Schools Traded	Schools Connected IT Services and consultancy						Brochure of Traded Service	Variable dependent upon requirement
Schools Traded	Social, Mental and Mental Health Team (Behaviour Support Team)	55.00	55.00	55.00	0	Per hour	Brochure of Traded Service	Variable dependent upon requirement No increase
Schools Traded	Speech and Language Therapy Services (new in 17/18)	n/a	60.00 (120.00 bespoke school modules)	60.00 (120.00 bespoke school modules)	0	Per person	Brochure of Traded Service	Different modules No increase
Early Help Services	Children Missing from Education	60.00	60.00	60.00	0	Per FPN		Fixed penalty notices. Non-discretionary
Early Help Services	Adult Learning	11.50	12.00	12.00	0	Per learner (for 2 hours)		Learner rate (full fee rate), adult learning courses. Different rates per length of course

Early Years Services	Childcare workforce							To upskill the early years and childcare workforce. Variable (to cover cost of venues, trainers etc.)
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Directorate: Finance & Customer Services

Service Area	Charged for Service	Charge 2017/18	Charge 2018/19	Change in Charge 2017/18 to 2018/19	Charge Unit (E.g. Day, Hour, Session, visit, etc)	References (E.g. Cabinet Report/date, Budget Proposal Ref, etc)	Additional Information (E.g. Annual inflation increase, revised charge based on demand, legislation change, etc)
		£	£	£			
Legal Services	Legal Advice – Comprehensive Schools	350	365	15	Annual Subscriptions		Amount of schools signing up for Annual Subscriptions is reducing.
Legal Services	Legal Advice – Primary Schools	200	210	10	Annual Subscriptions		
Legal Services	Section 38 & 278 – Highways improvement	900	930	30	Per application		To be reviewed in 18/19.
Legal Service	Section 106 Planning	750 or 500	775 or 515	25 or 15	Per application		To be reviewed in 18/19.
Legal Services	Building contract work	300	310	10	Per application		To be reviewed in 18/19.
Legal Services	Legal Advice – schools/academies	58	60	2	Hourly rate		To be reviewed in 18/19.
Legal Services	Academy Conversions	58	60	2	Hourly rate		To be reviewed in 18/19.
Legal Services	Sale of Electoral registers				As prescribed		Prescribed by law as to what we can charge. Price varies on election and type of register.
Internal Audit	Audit of academies	250	260	10	Daily Rate		Historic arrangement re 4 x academies. No guarantee beyond 18/19.

Directorate: Assistant Chief Executive

Service Area	Charged for Service	Charge 2017/18	Charge 2018/19	Change in Charge 2016/17 to 2017/18	Charge Unit (E.g. Day, Hour, Session, visit, etc)	References (E.g. Cabinet Report/date, Budget Proposal Ref, etc)	Additional Information (E.g. Annual inflation increase, revised charge based on demand, legislation change, etc)
		£	£	£			
Democratic Services	Town Hall Catering						Several different options for buffets and room hire charges.
HR & Payroll	HR Consultancy and payroll services to schools/academies					Brochure of Traded Services	Based on individual schools requirements.
HR & Payroll	Charge to SYPA for accommodation in Riverside House	6,489	6,684	195	Agreed rate		Agreed rate with Pensions Authority, increased annually in line with inflation
HR & Payroll	Charges to external customers for DBS checks.	12	12.30	0.30	Admin fee per application		To be reviewed in line with marker rate.

[illegible]

LIBRARIES & NEIGHBOURHOOD HUBS PROPOSED FEES & CHARGES	2017/18	2017/18	2018/2019	2018/2019
	FULL PRICE	CONCESSIONS ROTHERCARD	FULL PRICE	CONCESSIONS ROTHERCARD
LIBRARIES & INFORMATION SERVICES				
Hire of Rooms (Greasbrough, Maltby, Mowbray, Swinton, Wath) (non-VAT):				
In opening hours per hour	£8.50	£8.50	£9.00	£9.00
Outside opening hours per hour	£8.50 + £15 caretaking	£8.50 + £15 caretaking	£9.00 + £15 caretaking	£9.00 + £15 caretaking
Promotional Displays per month (insurance)	£11.60	£11.60	£12.00	£12.00
Promotional Displays per week	£3.00	£3.00	£3.10	£3.10
Commercial	Negotiable	Negotiable	Negotiable	Negotiable
IT Facilities:*				
Printing Black & White per copy A4	£0.10	£0.10	£0.15	£0.15
Printing Colour per copy A4	£0.50	£0.50	£0.60	£0.60
Printing Black & White per copy A3 (RVH)	£0.80	£0.80	£1.00	£1.00
Printing Colour per copy A3 (RVH)	£2.00	£2.00	£2.00	£2.00
Internet user per hour/half hour	Free	Free	Free	Free
IT support material	N/A	N/A	N/A	N/A
Use of ICT Centres*:				
Band A (libraries that can accommodate 12+ learners)	£24.50 per session	n/a	£25.50	N/A
Band B (libraries that can accommodate 6-11 learners)	£12.50 per session	n/a	£13.00	N/A
Band C libraries that can accommodate up to 6 learners)	£6.50 per session	n/a	£7.00	N/A
Commission on sales	20%	20%	20%	20%
Workshops/Holiday Activities (other than Summer Reading Challenge)	Variable to at least cover costs + 10%	Variable to at least cover costs + 10%	Variable to at least cover costs + 10%	Variable to at least cover costs + 10%
Riverside House Library, Heritage and Arts Space				
Gallery Hire (minimum 3 week hire for approved exhibitions)	£250.00	£250.00	Negotiable	Negotiable
Publicity & Promotion of Booked Events at request of hirer per advert minimum (inc. design, advert space)	£53.10	£53.10	Negotiable	Negotiable
Projector	Negotiable	Negotiable	Negotiable	Negotiable
Display cases	Negotiable	Negotiable	Negotiable	Negotiable
Hire of Steinway piano (on site)	Negotiable	Negotiable	Negotiable	Negotiable
Commission on sales	20%	20%	20%	20%
National Checking Service				
National Checking Service - Adult Fee	£60.00	£60.00	£78.00	£78.00
National Checking Service - Child Fee	£30.00	£30.00	£44.00	£44.00
Blue Badge				
Blue Badge applications	£10.00	£10.00	£10.00	£10.00

Market Service Fees and Charges

Borough Fairgrounds 2018

Venue	Scales of Charges 2017	Scales of Charges 2018	Days Open
Bonfire Ground Wath	£999.60	£999.60	4
Victoria Park	£840.00	£840.00	4
Spring Fair Herringthorpe	£2,100.00	£2,100.00	4
St Pauls Kimberworth	£493.50	£493.50	5
Clifton Park	£1,747.20	£1,747.20	6
Clifton Park	£1,747.20	£1,747.20	6
Greasborough RC	£861.00	£861.00	4
Wood Lea Common	£535.50	£535.50	4

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BUILDING REGULATION CHARGES

Reference: BRCS 2018/03

Effective from date – 01 April 2018

All standard charges shown include 20.0% VAT except the Regularisation Application charge where VAT is not applicable (figures shown in brackets excluding VAT)

Table A – Standard Charges for Domestic Work

Category	Description of Works	Full Plans Application		Building Notice Application	Regularisation Application
		Plan Fee	Inspect Fee		
1	Erection or extension of a detached/attached domestic garage or car port up to 50m ²	£300 (£250 ex VAT)	No charge	£300 (£250 ex VAT)	£500
Domestic Extensions					
2	New Charge 2018/19 Any extension with a total floor area which does not exceed 40m ²	£180 (£150 ex VAT)	£360 (£300 ex VAT)	£540 (1&2 merged + £25 on inp;fee) (£450 ex VAT)	£900
	Current Charge (2017/18)	£180 (£150 ex VAT)	£330 (£275 ex VAT)	£510 (£425 ex VAT)	£850
3	Any extension with a total floor area exceeding 40m ² but not exceeding 60m ²	£180 (£150 ex VAT)	£450 (£375 ex VAT)	£630 (£525 ex VAT)	£1050
4	Any extension with a total floor area exceeding 60m ² but not exceeding 100m ²	£180 (£150 ex VAT)	£540 (£450 ex VAT)	£720 (£600 ex VAT)	£1200
Other Domestic Works					
5	The provision of one or more rooms in a roof space	£180 (£150 ex VAT)	£360 (£300 ex VAT)	£540 (£450 ex VAT)	£900
6	Conversion of a garage to a habitable room	£300 (£250 ex VAT)	No charge	£300 (£250 ex VAT)	£500
7	The replacement of windows, roof lights, roof windows and external doors in an existing dwelling.	£120 (£100 ex VAT)	No charge	£120 (£100 ex VAT)	£200
8	Re-roof of a domestic dwelling or external wall insulation cladding	£180 (£150 ex VAT)	No charge	£180 (£150 ex VAT)	£300
9	Installation of Solid Fuel Burning appliance	£360 (£300 ex VAT)	No charge	£360 (£300 ex VAT)	£600
10	Installation of controlled domestic electrical installation (by non-competent person scheme)	This figure is set by our nominated competent person Electrician. Please contact 01709 823847 for details and fees			

For advice or to return completed application forms email building.control@rotherham.gov.uk

For a quote contact us on 01709 823851 / 01709 823847 or email building.control@rotherham.gov.uk

All standard charges shown include 20.0% VAT except the Regularisation Application charge where VAT is not applicable (figures shown in brackets excluding VAT)

Table B – Standard Charge for New Dwellings - no more than 3 storeys

Number of dwellings	Full Plans Application		Building Notice Application	Regularisation Application
	Plan Fee	Inspect Fee		
1	£180 (£150 ex VAT)	£540 (£450 ex VAT)	£720 (£600 ex VAT)	£1200
2+	Please contact Building Control on 01709 823841 or 01709 823847 for a fee quote			

Note: for 2+ dwellings, dwellings over three storeys or if the floor area of a dwelling exceeds 300m2, the charge will be established on an individual basis determined by the amount of plan checking and inspection time involved.

Table C – Standard Charges for All Other Work

Category	Description	Charge based on estimated cost of work	Plan Fee	Inspect Fee	Building Notice Application	Regularisation Application
1	(i) Non Domestic building work (ii) Domestic work not included in Table A or Table B	£0 - £1000	£180 (£150 ex VAT)	N/A	£180 (£150 ex VAT)	£300
2		New Charge 2018/19 £1001 - £10 000 (former 2&3 merger)	£360 (£300 ex VAT)	N/A	£360 (£300 ex VAT)	£600
		Current Charge 2017/18 2 £1,001 - £5,000	£270 (£225 ex VAT)	N/A	£270 (£225 ex VAT)	£450
		3 £5,001 - £10,000	£360 (£300 ex VAT)	N/A	£360 (£300 ex VAT)	£600
3		£10 001 - £25 000	£180 (£150 ex VAT)	£420 (350 ex VAT)	£600 (£500 ex VAT)	£1000
4		£25 001 - £50 000	£180 (£150 ex VAT)	£540 (£450 ex VAT)	£720 (£600 ex VAT)	£1200
5		For projects where the estimated cost exceeds £50 000	The charge will be established on an individual basis determined by the amount of plan checking and inspection time involved . Please contact Building Control on 01709 823841 or 01709 823847 for a quote			

Type of Application Explained:

Full Plans Application: An application where plans & details form the deposit application and are checked for compliance with the Building Regulations before works commence on site.

Building Notice: An application where no plans or details are deposited in the application, but subject to works

Regularisation: Used to gain Building Regulation approval retrospectively – after the works have been started/completed.

For further details and broader information, visit our website www.rotherham.gov.uk

For advice or to return completed application forms email building.control@rotherham.gov.uk

Rotherham Building Control Consultancy



Guidance Notes on Building Regulation Fees

THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010

The Guidance notes on fees outline the charges under the above regulations for applications submitted to Rotherham Council. If you are submitting to another Local Authority please check with the relevant Authority for their level of charges as these may differ from those attached.

1 Before you build, extend or convert, you or your agent must advise your local authority either by submitting Full Plans or a Building Notice. The fee payable depends on the type of work. If you have any difficulties calculating the fees, please contact us on 01709 823847.

2 Fees are payable as follows:

2.1 Full Plans You will pay a plan a fee at the time of submission to cover their passing or rejection. With Full Plans submissions, for most types of work, an inspection fee covering all necessary site visits will be payable following the first inspection. If the inspection fee is to be paid by another party other than the applicant, then written confirmation is required stating that this person is responsible for the payment of the account.

2.2 Building Notice The appropriate Building Notice fee is payable at the time of submission and covers all necessary checks and site visits. You should be absolutely sure you are going to build your project as no refund or part refund is permitted once your submission has been made.

2.3 Regularisation Certificate In respect of unauthorised building work, commenced on or after 1 November 1985, you will pay a regularisation fee to cover the cost of assessing your application and all inspections. **The fee is equivalent to double the Building Notice fee before VAT is applied.**

3 Table A: Fees for domestic small buildings, extensions, alterations etc. Where work comprises more than one domestic extension the total internal floor areas of all storeys of all the extensions on the application must be added together to determine relevant fee. If the extension(s) has a floor area greater than 100m² or where the estimated cost of the work exceeds £50000, please contact us to determine the fee.

4 Table B: Fees for new houses. Applicable where the building has no more than three storeys and has a floor area, which does not exceed 300m². In any other case the fee will be calculated on an individual basis.

5 Table C: Fees for all other works. Where work comprises more than one domestic extension, the total internal floor areas of all storeys of all the extensions on the application must be added together to determine relevant fee. If the sum of the extension(s) > 100m² then please contact Building Control to determine the fee. Where the estimated cost of the works exceeds £50000, again please contact Building Control to determine the fee.

6 If the proposed work falls outside of the tables attached, or consists of multiple works, please contact the Building Control office for these charges, as these will be individually determined

6.1 Total estimated cost means an estimate accepted by the local authority of a reasonable cost that would be charged by a person in business to carry out the work shown or described in the application excluding VAT and any professional fees paid to an architect, engineer or surveyor etc, and also excluding land acquisition costs.

6.2 If no charge is paid or if an insufficient amount has been paid you will be advised, however the application will not be validated until the correct charge has been paid in full.

6.3 Inspection of archived applications. Where projects are in excess of three years since their last inspection and have been archived, a further fee of 50% of current inspection fee (or plan fee where nil inspection fee) will be raised for administrative and re-evaluation of regulations in force at the time of the application.

7 Exemptions/reductions in fees:

7.1 No charges are payable in respect of submissions/Building Notices for work to provide access and/or facilities solely for the benefit of disabled persons and/or includes work to provide or extend a room used solely for sleeping accommodation for a full time carer at an existing dwelling which is, or is to be, occupied by a disabled person. Form P4PL12 giving brief details of the disability must accompany the submission to qualify for exemption from charges.

8 Where reductions in Fees are applied for repetitive or multiple works, they are determined on an individual basis.

	Agreed 2017	Agreed 2017	Proposed	
	2017/18	2018/19	2019/20	
Activity	Full	Full	Full	% inc
CLIFTON PARK WEDDING PACKAGES				
Garden Room, Sun Space & Courtyard (9am to 12.30am)				
April - October				
Friday to Sunday room hire	£1,260.00	£1,260.00	£1,300.00	3.17%
Monday to Thursday room hire	£1,140.00	£1,140.00	£1,180.00	3.51%
Day before set up	£480.00	£480.00	£495.00	3.13%
November - March				
Friday to Sunday room hire	£1,140.00	£1,140.00	£1,180.00	3.51%
Monday to Thursday room hire	£1,020.00	£1,020.00	£1,050.00	2.94%
Day before set up	£380.00	£380.00	£395.00	3.95%
Christmas Eve & New Years Eve	£2,500.00	£2,500.00	£3,000.00	20.00%
Day before set up	£480.00	£480.00	£500.00	4.17%

All Prices include VAT where applicable

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Contract Type	Container Size (Litres)		Collection Point	Total Annual Charge
A1	(2 x Black Sacks)		Premise / Bin Store	£174.19
240A	240	First Bin	Kerbside	£185.49
240A	240	Additional Bin	Kerbside	£74.67
240B	240	First Bin	Premise / Bin Store	£235.92
240B	240	Additional Bin	Premise / Bin Store	£125.25
360A	360	First Bin	Kerbside	£205.40
360A	360	Additional Bin	Kerbside	£94.48
360B	360	First Bin	Premise / Bin Store	£255.56
360B	360	Additional Bin	Premise / Bin Store	£145.10
660	660	First Bin	Premise / Bin Store / Kerbside	£534.83
660	660	Additional Bin	Premise / Bin Store / Kerbside	£424.33
1100	1100	First Bin	Premise / Bin Store	£536.76
1100	1100	Additional Bin	Premise / Bin Store	£426.94

*** Denotes a contract type which requires the container to be provided by the customer.

Any larger quantities of Commercial Waste will be charged per LOAD.

All of the above prices are based on a once weekly collection.

Commercial Waste accounts are payable **in advance**, following receipt of an Expenditure Code.

All charges are rated "**Outside the Scope**" of V.A.T.

All charges are fully inclusive of the current rate of treatment and disposal including landfill costs.

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Contract Type	Container Size (Litres)		Collection Point	Total Annual Charge
A1	(2 x Black Sacks)		Kerbside	£249.66
240A	240	First Bin	Kerbside	£367.98
240A	240	Additional Bin	Kerbside	£246.94
240B	240	First Bin	Premise / Bin Store	£423.09
240B	240	Additional Bin	Premise / Bin Store	£302.18
360A	360	First Bin	Kerbside	£436.39
360A	360	Additional Bin	Kerbside	£315.23
360B	360	First Bin	Premise / Bin Store	£491.21
360B	360	Additional Bin	Premise / Bin Store	£370.51
660	660	First Bin	Premise / Bin Store / Kerbside	£961.68
660	660	Additional Bin	Premise / Bin Store / Kerbside	£840.94
1100	1100	First Bin	Premise / Bin Store	£1095.19
1100	1100	Additional Bin	Premise / Bin Store	£975.20

*** Denotes a contract type which requires the container to be provided by the customer.

Any larger quantities of Commercial Waste will be charged per LOAD.

All of the above prices are based on a once weekly collection.

Commercial Waste accounts are payable **in advance**, following receipt of an Expenditure Code.

All charges are rated "**Outside the Scope**" of V.A.T.

All charges are fully inclusive of the current rate of treatment and disposal including landfill costs.

Waste Container Charges 2018/19

Item	Cost New	Cost Replacement
240 Litre Black Bin	£24.10	£24.10
240 Litre Green Bin	£24.10	£12.36
140 Litre Black Bin	£21.48	£21.48
Blue Box	£4.12	Free
Blue Bag	£1.03	Free
Delivery up to 4 items	£8.61	8.61 (Only applicable on delivery of bins)

Other Waste Collection Charges

Bulky Waste – 3 Items - £27

A 3 piece suite will now constitute 3 items, rather than 1 as currently.

DIY Waste - £51

Market Service Fees and Charges Equipment Hire, Staffing Costs and Conditions 2018

The Market Service holds 90 gazebos and trading equipment which will be provided, assembled, dismantled and collected by the Markets Team between 07:00hrs – 17:00hrs Monday – Saturday only subject to the following charges and conditions :-

Charges :-

Gazebo hire with two staff	£30.00 per gazebo
Concession charges for community or charities, including two staff	£10.00 per gazebo
Concession charges for all Council Services, including two staff	£10.00 per gazebo
Delivery and collection charges over ten miles	£0.45 per extra mile
Additional member of staff Monday - Friday	£9.00 each/per hour
Additional member of staff Saturday	£13.50 each/per hour
Additional vehicle hire and driver to deliver and collect only	£75.00 per day
Risk Assessment site visit and paperwork	£175.00 per visit
Associated work to resolve equipment damage (Minimum two hours)	£25.00 per hour

Conditions :-

- All gazebos must be insured by the event operator for £236.00 + vat each (Prices at December 2017) and a copy of the insurance schedule must be provided with the hire application form.
- All equipment hire and staffing charges must be paid in full seven days prior to the event and payable to RMBC. Payment must be sent to the Market Office, Centenary Market Hall, Howard Street, Rotherham, S65 1EL.
- The event operator is responsible for checking the condition of the equipment and must report any damage prior to the event opening to traders or members of the public.
- A Risk Assessment must be provided prior to the event opening for approval. This must include actions taken in the event of unforeseen weather and wind that may cause damage to the Council's equipment.
- The Market Service takes no responsibility for any damage or injuries caused during the event and the event operator will have a nominated safety officer on site throughout the event.

- The Markets Team will leave site after the equipment has been assembled and return after event closure. The event operator is responsible to supervise the equipment until a member of the Markets Team arrives at the agreed time.
- All charges are subject to VAT conditions.

Registration Service

1. Background

- 1.1 Local Registration Services are able to set fees on a cost recovery only basis, for any non-statutory services they deliver and for certain statutory services they deliver in accordance with the Local Government Act 2000 (powers to local authorities to promote economic, social and environmental well-being within their boundaries).
- 1.2 Rotherham Registration Service aims to review such fees on an annual basis.

2. Key Issues

- 2.1 Rotherham Registration Service must be in a position to recover the costs of delivering services whilst remaining competitive with neighbouring services.
- 2.2 Registration Services must be delivered at a cost that will potentially attract business to the borough.
- 2.3 Costs must be set and collected in a way that promotes effective business and convenience for the customer.

3. Key actions and relevant timelines

- 3.1 Revise fees with effect from 01.04.2018.
 - 3.1.1 The revised fees should apply to events booked, or services requested on or after 01.04.2018. Ceremonies are booked up to two years in advance, in 2017 the decision making process was delayed and fees were not implemented until 01.09.2017. It would be unreasonable to impose a second increase, so soon, on those who booked ceremonies in 2016 to take place in 2018.
 - 3.1.2. Implementing the increase for new bookings only will remove delays associated with the requirement to give a reasonable period of notice of increase for existing bookings. It will also remove the lengthy admin and accounting process associated with implementing an increase for existing bookings.
- 3.2 Introduce a priority birth, death, marriage and civil partnership certificate service.
 - 3.2.1 Copy certificates ordered before 12 noon to be produced and collected from the Register Office in Riverside House on the same working day. If ordered after 12 noon be produced and collected by 12 noon the following working day.
 - 3.2.1.1 If the customer is unable to collect a priority certificate from the Register Office, then the only guarantee would be to produce the certificate on the same day and post it first class the following day. The registration service adheres to the corporate postal procedure, whereby items to be posted must be with the business support team no later than 14:20 each working day.
 - 3.2.3 The new fee would apply to all priority certificate requests. There may be a negative impact on those requiring certificates for such things as emergency housing and job interviews as these customers are likely to be the least able to pay an increased fee. However if an element of discretion were introduced then an

additional transaction to reduce the fee would be needed, with decision making at a Senior Officer level. The time taken to assess a request for a reduced fee and the additional accounting required, to satisfy audit that a valid decision has been made, would negate any additional income created.

3.1.4 Revised fees are detailed in Appendix 1.

3.1.5 Benchmarking data is at Appendix 2.

4. Recommendations

4.1 To increase fees and charges on a cost recovery basis, as detailed in Appendix 1, from 01.04.2018 for ceremonies booked on or after 01.04.2018.

4.2 To introduce a priority certificate service.

1st April 2018

Appendix 1 Fees and Charges

Booking fee £		25.00			
Administration fee £		25.00			
Clifton Park Museum*					
* Fees include 1 certificate					
* Fees exclude the booking fee					
Marriage and Civil Partnership					
Offering	Availability	Current Fee £	Proposed Fee	Increase £	Increase %
Statutory	Thurs am only	50	Statutory	0	0
Enhanced	Mon- Thurs	200	215	15	7.5
Premium	Friday	205	250	45	22
Premium	Sat	245	260	15	6
Naming & Renewal of Vows					
	Mon- Thurs	230	250	20	9
	Fri	280	295	15	5
	Sat	295	305	10	3
Private Citizenship					
	Mon- Fri	150	150	0	0
Approved Venues					
* Fees include 1 certificate					
* Fees exclude the booking fee					
Marriage and Civil Partnership					
Availability		Current Fee £	Proposed Fee	Increase £	Increase %
Mon- Fri		285	305	20	7
Sat		345	355	10	3
Sun		370	370	0	0
Bank Holiday & 18:00-20:00		475	475	0	0
Naming & Renewal of Vows					
Mon- Fri		275	275	0	0
Sat		345	345	0	0
Sun		375	375	0	0
Bank Holiday & 18:00-20:00		500	500	0	0
Priority Certificate fee					
Mon to Fri during business hours		0	35		

Appendix 2 Benchmarking data

Marriage and Civil Partnership					
Authority	Venue	Availability	Booking fee £	Ceremony fee £	Total £
Rotherham	Clifton Park Museum	Mon-Thu	25	215	240
Barnsley	Register Office	Mon-Thu	26	116	142
Doncaster	Register Office	Mon-Thu	25	175	200
Sheffield	Register Office	Mon-Thu	50	184	234
Rotherham	Clifton Park Museum	Friday	25	250	275
Barnsley	Register Office	Friday	26	138	164
Doncaster	Register Office	Friday	25	250	275
Sheffield	Register Office	Friday	50	184	234
Rotherham	Clifton Park Museum	Saturday	25	260	285
Barnsley	Register Office	Saturday	26	165	191
Doncaster	Register Office	Saturday	25	350	375
Sheffield	Register Office	Saturday	50	184	234
Rotherham	Approved Venue	Mon-Thu	25	305	330
Barnsley	Approved Venue	Mon-Thu	26	310	336
Doncaster	Approved Venue	Mon-Thu	25	267	292
Sheffield	Approved Venue	Mon-Thu	50	304	354
Rotherham	Approved Venue	Friday	25	305	330
Barnsley	Approved Venue	Friday	26	349	375
Doncaster	Approved Venue	Friday	25	308	333
Sheffield	Approved Venue	Friday	50	304	354
Rotherham	Approved Venue	Saturday	25	355	380
Barnsley	Approved Venue	Saturday	26	444	470
Doncaster	Approved Venue	Saturday	25	435	460
Sheffield	Approved Venue	Saturday	50	334	384
Rotherham	Approved Venue	Sunday	25	370	395
Barnsley	Approved Venue	Sunday	26	452	478
Doncaster	Approved Venue	Sunday	25	563	588
Sheffield	Approved Venue	Sunday	50	334	384
Rotherham	Approved Venue	Bank Hol	25	475	500
Barnsley	Approved Venue	Bank Hol	26	452	478
Doncaster	Approved Venue	Bank Hol	25	563	588
Sheffield	Approved Venue	Bank Hol	50	434	484
No benchmarking for 18:00 to 20:00 as it is not offered by neighbouring authorities					
Renewal of Vows and Naming Ceremonies					
Rotherham	Clifton Park Museum	Mon-Thu	25	250	275
Barnsley	Register Office	Mon-Thu	26	165	191
Doncaster	Register Office	Mon-Thu	25	184	209
Sheffield	Register Office	Mon-Thu	25	180	205

Rotherham	Clifton Park Museum	Friday	25	295	320
Barnsley	Register Office	Friday	26	165	191
Doncaster	Register Office	Friday	25	200	225
Sheffield	Register Office	Friday	25	180	205
Rotherham	Clifton Park Museum	Saturday	25	305	330
Barnsley	Register Office	Saturday	26	165	191
Doncaster	Register Office	Saturday	25	200	225
Sheffield	Register Office	Saturday	25	180	205
Rotherham	Approved Venue	Mon-Thu	25	275	300
Barnsley	Approved Venue	Mon-Thu	26	165	191
Doncaster	Approved Venue	Mon-Thu	25	184	209
Sheffield	Approved Venue	Mon-Thu	25	180	230
Rotherham	Approved Venue	Friday	25	275	300
Barnsley	Approved Venue	Friday	26	165	191
Doncaster	Approved Venue	Friday	25	184	209
Sheffield	Approved Venue	Friday	25	180	230
Rotherham	Approved Venue	Saturday	25	345	370
Barnsley	Approved Venue	Saturday	26	165	191
Doncaster	Approved Venue	Saturday	25	257	282
Sheffield	Approved Venue	Saturday	25	180	205
Rotherham	Approved Venue	Sunday	25	375	400
Barnsley	Approved Venue	Sunday	26	165	191
Doncaster	Approved Venue	Sunday	25	313	338
Sheffield	Approved Venue	Sunday	25	204	229
Rotherham	Approved Venue	Bank Hol	25	500	525
Barnsley	Approved Venue	Bank Hol	26	165	191
Doncaster	Approved Venue	Bank Hol	25	313	338
Sheffield	Approved Venue	Bank Hol	25	204	229
No benchmarking for 18:00 to 20:00 as it is not offered by neighbouring authorities					
Private Citizenship					
Rotherham	Clifton Park Museum	Mon- Fri	0	150	0
Barnsley	Register Office	N/A	N/A	N/A	N/A
Doncaster	Register Office	N/A	N/A	N/A	N/A
Sheffield	Register Office	Mon- Fri	0	75	0
Priority Certificate					
	£				
Rotherham	35				
Barnsley	21				
Doncaster	16				
Sheffield	35				

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A table summary of the proposed fees and charges to be levied by Regulation and Enforcement is contained at 1.12

1.1 General Information: Fees and Charges 2018/19

Regulation and Enforcement administers / determines a number of licences and permits that are relevant to the commercial activities of local businesses. In addition, the Council also provides services to businesses to assist them in their compliance with regulatory requirements.

Where fees are not prescribed by legislation, the Council has certain powers to make charges for specific services. The Council must set fees for licences / permits / services on a cost recovery basis only; therefore there must be no increase in fees unless there has been a corresponding increase in the cost to the Council in administering / determining the application for such a licence / permit. As officer / staff costs make up the majority of the fee that is charged, it is proposed that the fees for 2018/19, where appropriate, are increased by 3% from 2017/2018.

Fees in relation to taxi and premises licensing, and associated licences, are set separately through the Council's Licensing Board.

Proposals are as follows:

1.2 Animal Health

The Council licences riding, animal boarding and breeding establishments, pet shops, dangerous wild animals, performing animals and zoos primarily to ensure animal welfare conditions are met. The Regulations for certain premises incorporates inspection undertaken by a veterinary surgeon, the costs of which are charged in addition to the licence fees. A veterinary surgeon attends annually to riding establishments, and premises keeping dangerous wild animals. The initial inspection of an animal breeding establishment includes a veterinary inspection and zoos require specialist zoo veterinary surgeons to attend periodically.

It is proposed that fees are increased by 3% from 2017/2018.

1.3 Food, Health & Safety

The Council registers premises for activities such as ear piercing, electrolysis, tattooing and acupuncture primarily to check and maintain appropriate health & safety standards.

The Food Standards Agency has made provisions for local authorities to introduce charges for revisits made as part of the Food Hygiene Rating Scheme. A fee of £150 has been set which will commence in 1 February 2018, this was agreed by Cabinet on 15 January 2018.

The Authority will recover the cost of issuing Export Certificates; the fee covers recording the information and processing the certificates. Export Certificates are requested by companies who wish to export foods to other countries which demand certification. Whilst the Council does not have a statutory obligation to provide Export Certificates to businesses, the work contributes to trade by satisfying certain countries demands for certification. The Council is allowed by the Localism Act 2011 to charge for provision of services that are not part of their statutory duties where that service is requested by the recipient of the service.

The fees for the water samples are set to cover the costs associated with the examination, courier charges, interpretation, recording and provision of advice following the undertaken of water samples. This service is available to commercial leisure facilities, schools, recreational waters etc. In certain instances such as outbreak situations the fees are covered by Public Health England and are not recharged.

Some ad hoc samples may be submitted to the Public Analyst, these would be charged at the rate of analysis plus £10 fee to interpret and provide advice about the result.

Private water sampling fees are prescribed in the Private Water Supplies (England) Regulations 2016.

1.4 Weights & Measures

Fees are charged for the testing and stamping (verification) of weights and measures used for trade. The fee reflects the hourly cost based on the provision of a single weights and measure inspector. The hourly cost has been calculated based on average salary levels, plus all necessary on-cost for the delivery of the service. Guidance is available that sets out the methodology used to calculate the amount to be recovered. An additional fee may be charged to cover the cost of hiring specialist equipment (such as the heavy test unit).

1.5 Housing Act 2004

1.5.1 Selective Licensing

At the introduction of the Selective Licensing scheme in May 2015 the licence fee was calculated to account for the costs of the scheme over the full five year life of the designations. Adjustments to the fee structure were made in 2016/17 to account for changes to the way the Council have to charge for certain services. This fee is still applicable. It is recommended that the fee remains the same as in 2017/18 as salary cost increases were built into the fee at the outset.

Consideration has also been given to whether the fee should be reduced for new licences, given that there are only two years of the current licensing designation remaining. There are almost 400 houses which have not yet licensed, and any general reduction in the fee would present a risk that those who have avoided licensing so far would achieve a financial advantage. However, there is the potential for a licensed property to be sold to another landlord. In such circumstances the vendor may be able to achieve a refund of part of the licence fee for the remaining months of the scheme, but the purchasing landlord would have to pay the full fee. This may be unfair and as such it is proposed that the licence fee for licensed properties which change ownership should pay a reduced maintenance fee based on the number of months remaining in the licensing scheme. This option should also be made available to landlords of properties built and completed after 1st January 2018 (not conversions or redeveloped existing houses) which are placed on the rental market by way of recognising the additionality they represent to the housing in the area and the likely higher standard of accommodation.

It is also considered to not be appropriate that the option for large portfolio holders (owning 10 or more houses/flats) to purchase a 1 year licence and then renew for the final years of the scheme. If properties remain unlicensed now, there should not be a financial advantage in having avoided licensing for a period. In addition if these properties are sold and re-licensed or are new build properties a reduced fee is also proposed above which will serve as an alternative to large investors.

1.5.2 Houses in Multiple Occupation (HMO)

It is proposed that the fee is increased by 3%. The application fee accounts for the likely inspection cost of the property plus the administrative costs involved in reviewing the license application.

The fee is for new applications or renewal (every five years). Currently there are only 18 mandatory licensable HMOs in the Borough and thus the licence scheme does not realise a significant revenue stream or income. In April 2018, it is expected that the statutory licence scheme will be extended. At present it is not possible to predict the number of additional licences that will result from these changes. As this becomes clearer, a further review of the licence fee may be required.

The proposed licence fee increase is based on the current Statutory Licence Scheme. This will increase the fee charged in Rotherham from £800 to £824 for initial applications and from £557 to £586 for renewal. For comparison, within South Yorkshire, a licence for a 5 bedroom HMO in Sheffield City Council is charged at £750 for initial licences and £430 for renewals, Doncaster MBC, £800 initial licence and £480 for renewals and Barnsley MBC at £505

1.5.3 Housing Act 2004 Legal Notices

The Housing Act 2004 allows Councils to charge for the service of Housing Act legal notices. The charges cover the service of the following statutory notices:

- Improvement and Suspended Improvement Notices (sections 11, 12 and 14).
- Prohibition and Suspended Prohibition Orders (sections 20, 21 and 23).
- Emergency Remedial action (section 40).
- Emergency Prohibition orders (section 43)

The charge made is variable according to the specific circumstances and details of the case; this includes the officer(s) time engaged on the case and the circumstances of those involved. The charge should be reasonable and auditable. Consequently an actual fixed charge cannot be levied; although an indicative level is likely to be in the region of £400. It is highly unlikely that these charges will raise any significant income, as it is found that, when warned about the risk of financial charges, landlords tend to respond more quickly to avoid the need to serve a statutory notice.

1.6 Pollution Control

The fees prescribed by DEFRA primarily relate to the application, processing and granting of permits, together with subsistence fees to reflect the delivery of the statutory function to regulate compliance relating to industrial emissions and consequent air pollution.

Previously, reduced fees that have been prescribed have ensured a 30% income pressure in relation to recoverable fees. It is anticipated that despite slight increases in the level of fees for the first time in a number of years, that the pressure will remain on the income target.

1.7 Works in Default

The Council can carry out Works in Default to address the non-compliance of a range of enforcement notices that have been served to protect the health and safety of the public such as statutory nuisance abatement, private sector housing enforcement, local area amenity and filthy/ verminous premises. If a notice is not complied with then the Council can prosecute and/or carry out works in default. Works in Default are undertaken where

there is a medium or high risk sustained by non-compliance and the works are needed to stop the impact on neighbours or a vulnerable individual. The Council recharge the cost of these works to the person responsible.

The cost recharged must be reasonable and includes, where necessary, the cost of both internal or contractor services to carry out the works and Council officer time in commissioning and supervision of the works. Consequently, the costs recharged are variable on the type, extent and time taken. It is standard practice to calculate these costs in line with advice from Legal Services and by reference to the Council's Standing Orders and Financial Regulations.

Carrying out works in default brings with it a significant financial risk where re-payments are not made. Consequently work is underway to strengthen the Council's debt recovery processes around works in default, with particular focus on using enforced sale provisions to recover debts.

1.8 Consultation Fees

The fees set for consultation are in accordance with Local Government Association guidance on charging for services, the charges levied in 2018/19 will be the appropriate hourly rate for the officer carrying out the work. Consequently, the costs recharged vary, depending on the type of work and time taken. Associated staff costs are calculated as an hourly rate advised by Human Resources and Financial Services from the applicable salary scale of the officer(s) involved.

As an illustration, the hourly rate for the Scientific Officer that undertakes the majority of the consultation work has increased from £19.68 in 2017/18 to the current rate of £20.74.

1.9 High Hedges

Currently the Council charges £307 for the investigation of high hedge complaints in accordance with Part 8 of the Anti-Social Behaviour Act 2003. The Council is able to determine its fee for the service locally. Sheffield City Council currently charge a fee of £450, while Barnsley MBC charge £300. Nationally charges vary but are between £300 and £500.

It is proposed that this charge is increased to £500 to be at the upper level of charges levied by other local councils and also account for the additional enforcement the Council may be required to take over the life of any enforcement notices it becomes duty bound to serve. It is extremely unlikely that these charges will generate any significant income with only one or two each year reaching the threshold for charging.

1.10 Fixed Penalty Notices

The service issues Fixed Penalty Notices (FPNs) for a range of offences to enable the offender to discharge their liability for an offence. The power to issue a FPN is contained within a range of legislation and the Council is legally able to reinvest the income in related services. The setting of the level of the FPNs has taken full consideration of both national legislative frameworks and the local context. The level of penalty available for each offence together with the available range for each is detailed in the table below.

Primarily these FPNs relate to enviro-crime offences. Such offences are taken seriously by the Council and are reflected in Corporate priorities. Consequently, all of these fines are at the statutory maximum with the fees for dog fouling raised to £100 in the last financial year and the maximum fine for Fly Tipping Offences of £400 (with an early payment discount to £300) being introduced. There is a risk that with higher fines comes a reduced payment rate. However the Government are currently planning to increase the fixed

penalty for littering to £150 due to the importance of the issue and broadening powers for Councils to tackle littering from vehicles by making the vehicle keeper responsible for the offence where the individual who dropped the litter cannot be identified. The maximum £150 has been suggested, with a reduction of £100 for early payment.

In 2017 the Fixed Penalty amounts for fly tipping (£400) and business waste offences (£300) were adjusted to allow an early payment discount of 25% due to the large amount of the penalty notice. This was to be under review in its first year. Of the 21 such fixed penalty notices issued in the preceding 12 months to this report, only 38% were paid, and all of those were paid within the discount period. The remainder were not convinced by the warnings or further prosecution to pay the higher level of penalty in order to avoid Court. Therefore it can be assumed that those who did pay the fixed penalty would still pay the standard fee. In the interests of consistency and the maximum fixed penalty levels the Council have recently put in place for other offences, and those which the Government are likely to increase, it would be appropriate to remove this discount fee and return the fee to the maximum level.

The Dog Control Order which the Council introduced in 2010 under the Clean Neighbourhoods and Environment Act 2005 to increase the maximum fine for dog fouling from £50 to £80, has been converted automatically into a Public Space Protection Order by virtue of the provisions of the Anti-social behaviour Crime and Policing Act 2014. In 2017 the maximum fine for failing to remove dog faeces was increased to £100 to both be set at the maximum allowed and to be consistent with any of the new Public Space Protection Orders, ready for its conversion in the following October. The Public Space Protection Order is also detailed in this report with the maximum current fixed penalty of £100 having been previously set.

1.11 Monetary Penalties

Monetary penalties were recently introduced by government and are specified as civil debt and recoverable through the County Court, rather than the similar and more familiar fixed penalty notices used by the Council.

The value of the penalties is subject to either statutory determination or a requirement that the Council sets an appropriate rate for the sanction within statutory parameters.

Monetary penalties are prescribed in relation to offences under the Smoke and Carbon Monoxide Alarm (England) Regulations 2015; the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014; and 46 of the Environmental Protection Act 1990 relating to household waste receptacles.

The Housing and Planning Act 2016 extended Civil Penalties to a range of offences under the Housing Act 2004. The method for calculating an appropriate level of penalty is the subject of a separate report on this agenda. The penalties are based on the culpability and harm associated with an offence and can range from £25 to the statutory maximum of £30,000. Should the report be accepted by Cabinet, the level of income which may result from adopting these powers is therefore uncertain and will certainly vary according to offences committed.

1.12 Summary of Regulation and Enforcement Fees and Charges 2018/19 (excluding VAT)

Service	2017/18(£)	2018/19 (£)
ANIMAL HEALTH		
Animal Boarding Establishments	242	249
Animal Boarding Establishments (Home Boarding)	169	174
Riding Establishments	242	249
Performing Animals	149	153
Dog Breeding Establishments	149	153
Dangerous Wild Animals	149	153
Pet Shops	149	153
Zoos (First licence 4 years)	1061	1093
Zoos (Renewal licence 6 years)	1569	1616
FOOD, HEALTH & SAFETY		
Ear-piercing – PREMISES	125	129
Ear piercing - person carrying on the business	27	28
Tattooing – PREMISES	183	188
Tattooing - person carrying on the business	27	28
Acupuncture – PREMISES	154	159
Acupuncture – person carrying on the practice	27	28
Electrolysis – PREMISES	154	159
Electrolysis – person carrying on the business	27	28
Food Hygiene Revisit	£150 introduced 1 February 2018	150
Export Certificate	No charge previously.	28
Water Samples: Standard Microbiological sample Recreational Water sample Legionella water sample Ad Hoc Water Samples	£8 in addition to fee from the laboratory.	34 43 60 Cost of analysis and courier in addition to £10 admin fee.
Private Water Supply Samples		
Risk assessment (for each assessment)	500	500
Sampling (for each visit)	100	100
Investigation (for each investigation)	100	100
Granting an authorisation (for each authorisation)	100	100
Analysing a sample		
- taken under regulation 10 (for parameters referred to in paragraph (1)(a) to (e) of that regulation)	25	25
- taken during check monitoring	100	100
- taken during audit monitoring and monitoring under regulation 11	500	500
TRADING STANDARDS		
Weights and Measures Inspector (hourly rate)	60	62
Weights and Measures Technical Assistant (hourly rate)	37	38

Service	2017/18 (£)	2018/19 (£)	
CONSULTATION FEES			
Consultation Enquiry	£19.68/hour	£20.74/hour	
HOUSING LICENSING			
House in Multiple Occupation (HMO) - New Application	£800	£824 Made up of £178 fee on application and £646 paid 1 st Notice of intention to grant a licence*	
HMO License renewal (available for renewing applications which have not expired)	£557	£586 Made up of £41 fee on application and £545 paid on minded to grant a licence decision*	
Selective Licence of other houses in designated areas	£592 Made up of £154 fee on application and £438 paid 1 st Notice of intention to grant a licence* (+£13 invoice fee if requested to pay by instalments)	£592 Made up of £154 fee on application and £438 paid 1 st Notice of intention to grant a licence* (+£13 invoice fee if requested to pay by instalments)	
Selective Licence of other houses in designated areas ONLY APPLICABLE where a licensed house is sold and relicensed by a different owner mid-scheme	N/a	Variable fee based on £592 for a 5 year licence. £154 Application fee £7.30 per full month of the remaining term of the licence scheme or £87.60 for each full year	
Selective License renewal for remaining 4 year licence when the 1 year licence has not expired (only available to properties which obtained a 1 year licence before 1 st April 2016,	£393.60 (+£13 invoice fee if requested to pay by instalments)	N/A)	
*The process of consulting on granting each license will not begin until full payment has been received.			
HOUSING ACT – Legal Notices			
Charge for the service of Enforcement Notices under the Housing Act 2004 re; • Improvement and Suspended Improvement Notices (sections 11, 12 and 14) • Prohibition and Suspended Prohibition Orders (sections 20, 21 and 23) • Emergency Remedial action (section 40). • Emergency Prohibition orders (section 43) and • Housing Act 1985 (section 265) Demolition Orders	£400 illustrative charge levied per notice is variable dependant on case specifics, including but not exclusively; • Officer time for preparation of notice • Personal circumstances of the recipient The charge must be “reasonable” and may be appealed against	£400 illustrative charge levied per notice is variable dependant on case specifics, including but not exclusively; • Officer time for preparation of notice • Personal circumstances of the recipient The charge must be “reasonable” and may be appealed against	
WORKS IN DEFAULT			
Calculation of costs per job is carried out in compliance with Standing & Financial Regulations relating to the contracted aspects of the works with, in addition, an administrative element to cover arrangements around the carrying out of the works. These administrative costs include hourly staffing costs and travelling expenses associated in the arrangement, and supervision of the works. The recharge will be reasonable to the works carried out.			
HIGH HEDGES			
Formal Investigation	£400	£500	
FIXED PENALTY NOTICES			
Offence	Range Available	2017/18	2018/19
Leaving Litter	£65 - £150	£80	£150 (£100 for early repayment)
Failing to Comply with a Public Space Protection Order (Including the Dog Control Order)	Up to £100	£100	£100
Domestic waste receptacles notice	£60 - £80	£80	£80
Graffiti and Fly Posting	£50 - £80	£75	£80

Failure to comply with a Community Protection Notice	Up to £100	£100	£100
Failure to comply with non-domestic waste receptacles notice	£60 - £100	£100	£100
Failure to produce authority to transport controlled waste	£300	£300	£300
Failure to produce waste disposal documentation	£200 - £300	£300 (reduced to £225 if paid within 14 days)	£300
Illegal disposal of waste (Fly Tipping)	£200 - £400	£400 (reduced to £300 if paid within 10 days)	£400

MONETARY PENALTIES

Non-compliance with the Smoke and Carbon Monoxide Alarm (England) Regulations 2015	Must not exceed £5000	See Offence detail below	See Offence detail below
First Offence		Not applicable	£1500 (£1000 reduced charge if paid within 14 days)
Second Offence		Not applicable	£3000
Further Offences		Not applicable	£5000 for each offence
Non-compliance with the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014	Up to £5000	Not applicable	£5000
Non-compliance with section 46 Environmental Protection Act 1990	£60 - £80	£80 fixed penalty	£80

Service**2017/18 (£)****2018/19 (£)****POLLUTION CONTROL – ENVIRONMENTAL PROTECTION ACT PROCESSES****Application Fee**

Standard process	£1,579	£1,650
Additional fee for operating without a permit	£1,137	£1,188
PVR I, SWOBs and Dry Cleaners Reduced fee activities (1)	£148	£155
PVR I & II Combined	£246	£257
Vehicle Refinishers (VRs) and other Reduced Fee activities (2)	£346	£362
Reduced fee activities additional fee for operating without a permit	£68	£71
Mobile screening and crushing plant for the third to seventh applications	£1,579 £943	£1,650 £985
for the eighth and subsequent applications	£477	£498

1. Reduced fee activities are: Service Stations, Dry Cleaners and Small Waste Oil Burners under 0.4MW
2. Other Reduced Fee activities are Vehicle Refinishers, Powder Coating, Bitumen, Pet Food, Maggot Breeding, Polymerisation, Natural Sausage Casing, Fish Meal, Hide and Skin, Tobacco, and Mushroom Substrate process from January 2015. Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts

Annual Subsistence Charge

Standard process LOW	£739 (+99)*	£772 (+104)*
Standard process MEDIUM	£1,111(+149)*	£1,161(+156)*
Standard process HIGH	£1,672 (+198)*	£1,747 (+207)*
Reduced fee activities Low/Medium/High	£76 £151 £227	£79 £158 £237
PVR I & II Combined Medium Component	£108 216 326	£113 £226 £341

Vehicle Refinishers Low/Medium/High	£218 £349 £524	£288 £365 £548
Mobile screening and crushing plant Low/Medium/High	£618 £989 £1,484	£626 £1034 £1,551
for the third to seventh authorisations Low/Medium/High	£368 £590 £884	£385 £617 £924
for the eighth and subsequent authorisations Low/Medium/High	£189 £302 £453	£198 £316 £473
Late Payment Fee	£50	£52
* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation Where a Part B installation is subject to reporting under the EPRTTR Regulation, add an extra £99 to the above amounts		
Transfer and Surrender		
Standard process transfer	£162	£169
Standard process partial transfer	£476	£497
New operator at low risk reduced fee activity	£75	£78
Surrender: all Part B activities	£0	£0
Reduced fee activities*: transfer	£30	£0
Reduced fee activities*: partial transfer	£45	£47
Temporary Transfer for Mobiles		
First Transfer	£51	£53
Repeat Following enforcement or warning	£51	£53
Substantial change s10 and s11		
Standard process	£1,005	£1,050
Standard process where the substantial change results in a new PPC activity	£1,579	£1,650
Reduced fee activities*	£98	£102
* Reduced fee activities are: Service Stations, Vehicle Refinishers, Dry Cleaners, Small Waste Oil Burners under 0.4MW, Roadstone Coating, Timber, Cement, Quarry Processes, and from 1st January 2015, Powder Coating, Bitumen, Pet Food, Maggot Breeding, Polymerisation, Natural Sausage Casing, Fish Meal, Hide and Skin, Tobacco, and Mushroom Substrate process.		
Part A2		
Application	£3,218	£3,363
Additional fee for operating without a permit	£1,137	£1,188
Annual Subsistence LOW	£1,384	£1,447
Annual Subsistence MEDIUM	£1,541	£1,611
Annual Subsistence HIGH	£2,233	£2,334
Late Payment Fee		£52
Substantial Variation	£1,309	£1,368
Transfer	£225	£235
Partial Transfer	£668	£698
Surrender	£668	£698

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Proposed fees and charges for Highways Services

Description	Current 2017/18*	Proposed 2018/19
Placement of a builder's skip and container on the highway	£21.00	£21.00
Installation and maintenance of apparatus, and the making of an excavation in the highway	£530.00	£560.00
Licence for a trial hole in the highway	£430.00	£460.00
Construction of permanent vehicle access crossings in the highway	£65.00	£65.00
Construction of temporary vehicle access crossings in the highway	£130.00	£140.00
Installation of scaffolding and hoarding in the highway	£175.00	£180.00
Regulation of traffic during planned activities on or near the highway	£940.00	£960.00
Regulation of traffic during unplanned (emergency) activities on or near the highway	£730.00	£740.00

* Charges were not increased in 2017/18. The current levels are charges as agreed for 2016/17.

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Activity	2017/18			2018/19			% inc
	Full	Conc/ Rothercard	Jnr. Rothercard	Full	Conc/ Rothercard	Jnr. Rothercard	
HERRINGTHORPE ATHLETICS STADIUM*							
Arena Hire full day (7 hours)	£360.00	N/A	N/A	£370	N/A	N/A	2.78%
Arena hire half day (3.5 hours)	£180.00	N/A	N/A	£185	N/A	N/A	2.78%
Arena Hire (per hour)	£62.00	N/A	N/A	£64	N/A	N/A	3.23%
Athletics	£3.90	£3.10	£2.40	£4	£3.20	£2.50	2.56%
Season Ticket - Monthly	£22.00	£17.00	£11.00	£23	£17.50	£11.50	2.27%
Season Ticket - Family Monthly	£37.00	£27.00	NA	£38	£28	N/A	2.70%
Regular bookings that meet criteria - exempt VAT:							
Track Centre Pitch	£90 (£75VAT exempt)	N/A	N/A	£93	N/A	N/A	3.33%
Track Centre Pitch with lights	£115 (£95.83VAT exempt)	N/A	N/A	£119	N/A	N/A	3.04%
Single 5-a-side Pitch	£37 (£30.83 VAT exempt)	N/A	N/A	£38	N/A	N/A	2.70%
Single 5-a-side Pitch with lights	£47.50 (£39.58 VAT exempt)	N/A	N/A	£49.00	N/A	N/A	3.16%
Multi-sports	£3.90	£3.10	£2.40	£4	£3.20	£2.50	2.56%
In2Athletics	N/A	£3.00	£3.00	N/A	£3.50	£3.00	16.60%
Fitness Activities e.g. Yoga/Aerobics	£3.90	£3.10	£2.40	N/A	N/A	N/A	
Courses	£3.90	£3.10	£2.40	N/A	N/A	N/A	
School Visits (per pupil)	N/A		N/A	N/A	£3.20	N/A	18.50%
Birthday Party (max. 15 kids, 1.5 hours)	£52.00	£52.00	£52.00	£55	NA	NA	5.77%
One to one Athletics coaching (max. 3 people, per 45 minutes)	£15.50	£15.50	N/A	£16	£16	N/A	3.23%
Training/Meeting Room (per hour)	£10.50	N/A	N/A	£11	N/A	N/A	4.76%
Training/Meeting Room (per hour) with refreshments	£22.00	N/A	N/A	£23	N/A	N/A	4.55%
Training/Meeting Room (per hour) commercial rate	£22.00	N/A	N/A	£23	N/A	N/A	4.55%
Training/Meeting Room (per hour) commercial rate with refreshments	£27.00	N/A	N/A	£28	N/A	N/A	3.70%
Cancellation of Room/Hall bookings:							
Charge for room booking cancelled on day	100%	100%	100%	100.00%	100.00%	100.00%	N/A
Charge for booking cancelled within the week	80%	80%	80%	80.00%	80.00%	80.00%	N/A
Charge for booking cancelled within the month	50%	50%	50%	50.00%	50.00%	50.00%	N/A
Cancellation of Track and centre pitch bookings:							
Charge for booking cancelled on day	100%	100%	100%	100%	100%	100%	N/A
Charge for booking cancelled within the week	50%	50%	50%	50%	50%	50%	N/A
COUNTRY PARKS							
THRYBERGH COUNTRY PARK							
Fly Fishing* (includes car parking fee)							
4 hours (2 fish)	£12.00	£10.00	N/A	£13.50	£11.50	N/A	12.50%
Full day (2 fish)	£14.00	£12.00	N/A	£15	£13	N/A	7.14%
Season Permit unlimited visits 2 fish per visit	£190.00	N/A	N/A	£200	N/A	N/A	5.26%
Float Tubing*							
Season Permit Float Tube Launch	£40.00	N/A	N/A	£42	N/A	N/A	5.00%
Day Ticket Float Tube Launch	£4.00	N/A	N/A	£4.50	N/A	N/A	12.50%
Boat Day	£10.00	N/A	N/A	£11	N/A	N/A	10.00%
Boat 5 visits	£40.00	N/A	N/A	£44	N/A	N/A	10.00%
Caravan/Camping*							
Fishing/Caravan 2 day consecutive package (for 1 person, per night)	£62.00	N/A	N/A	£65	N/A	N/A	4.84%
Family Tent (per night)	£16.00	N/A	N/A	£17	N/A	N/A	6.25%
Caravans, trailer tents & motorhomes (per unit per night)	£19.00	N/A	N/A	£20	N/A	N/A	5.26%
Awning	£2.50	N/A	N/A	£3	N/A	N/A	20.00%
Rally Rate (per night)	£15.00	N/A	N/A	£16	N/A	N/A	6.67%
Seasonal Pitch (rate per night for six months)	£16.50	N/A	N/A	£17	N/A	N/A	#REF!
Long Stay (up to 21 days)	Full rate	N/A	N/A	N/A	N/A	N/A	
Other Activities							
School Visits (per pupil)	£3.00	N/A	N/A	£3.50	N/A	N/A	16.67%
Soft Play* (per child)				£2.25	N/A	N/A	
Car Parking*							
All Year Round (per day)	£1.60	N/A	N/A	£1.70	N/A	N/A	6.25%
Disabled Parking	£1.00	N/A	N/A	£1	N/A	N/A	0.00%
Minibus Day Rate	£4.00	N/A	N/A	£4.50	N/A	N/A	12.50%
Car Parking - Season Ticket	£75.00	N/A	N/A	£80	N/A	N/A	6.67%
car parking season ticket disabled	£30.00	N/A	N/A	£32	N/A	N/A	6.67%
Joint car park pass TCP and UCP	N/A	N/A	N/A	N/A	N/A	N/A	
Scooter hire (2hrs)	£2.20	N/A	N/A	£2.50	N/A	N/A	13.64%
ULLEY COUNTRY PARK							
Coarse Fishing*							
Season Ticket	£65.00	£45.00	N/A	£70	£50	N/A	7.69%
Day Ticket Full	£5.00	£3.50	N/A	£5.50	£4.50	N/A	10.00%
Other Activities							
Hire of Multi-purpose Room (1 Hour) (non-VAT unless hired for a sporting activity)	£18.00		N/A	£20	N/A	N/A	11.11%
Car Parking*							
Car Parking - per day	£1.00	N/A	N/A	£1.20	N/A	N/A	20.00%
Car Parking - Season Ticket (per car)	£45.00	N/A	N/A	£47	N/A	N/A	4.44%
ROTHER VALLEY COUNTRY PARK							
Watersports* (from 8th February 2016) Includes VAT unless used for education/training							
Double Handed Dinghies (per 90 minutes)	£17.00	£11.50	£10.00	£17.00	£11.50	£10.00	0.00%
Single Handed Dinghies (per 90 minutes)	£13.00	£9.00	£7.50	£13.00	£9.00	£7.30	0.00%
Windsurfer (per 90 minutes)	£12.50	£8.50	£6.50	£12.50	£8.50	£6.50	0.00%
Canadian Canoe (per 60 minutes)	£12.00	£9.50	£7.50	£12.50	£10.00	£8.00	5.26%

Activity	2017/18			2018/19			% inc
	Full	Conc/ Rothercard	Jnr. Rothercard	Full	Conc/ Rothercard	Jnr. Rothercard	
Kayak Canoe (per 60 minutes)	£10.00	£7.50	£6.00	£10.50	£8.00	£6.50	6.67%
Open Canoe (per 60 minutes)	£10.00	£7.50	£6.00	£10.50	£8.00	£6.50	6.67%
Topo Due Canoe (per 60 minutes)	£11.00	£9.00	£6.50	£11.50	£9.50	£7.00	5.56%
Rowing Boat (per 30 minutes)	£11.00	N/A	N/A	£12.00	N/A	N/A	9.09%
Pedal Boat (per 30 minutes)	£11.00	N/A	N/A	£12.00	N/A	N/A	9.09%
Electric Boats	£10.00	N/A	N/A	£15.00	N/A	N/A	50.00%
Wet Suit (session)	£6.80	£4.70	N/A	£7.00	£5.00	N/A	2.94%
Wet Suit (per day)	£13.50	£9.50	N/A	£14.00	£7.00	N/A	3.70%
Buoyancy Aid (per day)	£9.50	£6.50	N/A	£10.00	£6.50		5.26%
Instructor /Supervisor (1:1 90 min lesson in any activity, cost now includes equipment) VAT exempt	£75.00	N/A	N/A	£75.00	N/A	N/A	0.00%
Locker Tokens	£0.50	N/A	N/A	£0.50	N/A	N/A	0.00%
Powerboat Hire * (from 8th February 2016)							
Powerboat including Driver 0 - 4 hours	£560.00	N/A	N/A	£560.00	N/A	N/A	0.00%
Powerboat including Driver 0 - 8 hours	£690.00	N/A	N/A	£690.00	N/A	N/A	0.00%
Launch Fees* (from 8th February 2016)							
Private Launch - (Per Day)	£9.50	£6.50	N/A	£10.00	£7.00	N/A	5.26%
Private Launch (within 3 hours of closure)	£6.00	£4.50	N/A	£6.50	£5.00	N/A	8.33%
6 Month Private Launch Saver - Incl. Car Parking Fee	£180.00	£140.00	N/A	£190.00	£145.00	N/A	5.56%
10 Month Private Launch Saver - Incl. Car Parking Fee							
Storage & Launch Saver (launch1/3/10 to 19/12/10, 12 month storage)inc C/P	£345.00	N/A	N/A	£350.00	N/A	N/A	1.45%
1 Month Private Launch Saver	DELETE	N/A	N/A				
6 Months Jet Ski Launch Pass	£200.00	N/A	N/A	£210.00	N/A	N/A	5.00%
1 Month Jet Ski Launch Pass (min. of 6 months to be purchased first)	£56.00	N/A	N/A	£60.00	N/A	N/A	7.14%
Craft Storage* (from 8th February 2016)							
Boats per year - to include car parking fee	£220.00	N/A	N/A	£230.00	N/A	N/A	4.55%
Cycle Hire * (From 8th February 2016)							
Cycle Hire Deposit (per cycle)	£5.00	N/A	N/A	£5.00	N/A	N/A	0.00%
Cycle Hire Deposit (per group of over 6 people)	£30.00	N/A	N/A	£30.00	N/A	N/A	0.00%
Cycle Hire (per hour)	£6.50	£5.50	N/A	£7.00	N/A	N/A	7.69%
Cycle Hire 2 hour	£11.00	£9.50	N/A	£12.00	N/A	N/A	9.09%
Cycle Trailers (per hour)	£5.00	N/A	N/A	£5.50	N/A	N/A	10.00%
Cycle Trailers 2 hours	£8.50	N/A	N/A	£9.00	N/A	N/A	5.88%
Dino Cycle	£17.00	N/A	N/A	£18.00	N/A	N/A	5.88%
Dino Cycle Trailer	£11.00	N/A	N/A	£12.00	N/A	N/A	9.09%
Lake Hire (from 8th February 2016)							
Summer (March - Sept) - All Day Lake Hire *							
Sole use of Main Lake	£3,600.00	N/A	N/A	£3,780.00	N/A	N/A	5.00%
Partial use of Main Lake	£1,700.00	N/A	N/A	£1,785.00	N/A	N/A	5.00%
Hire of Northern Lake	£1,100.00	N/A	N/A	£1,155.00	N/A	N/A	5.00%
Lake charges do not include equipment							
Winter (October - February) - All Day Lake Hire *							
Sole use of Main Lake	£1,700.00	N/A	N/A	£1,780.00	N/A	N/A	4.71%
Partial use of Main Lake	£850.00	N/A	N/A	£890.00	N/A	N/A	4.71%
Hire of Northern Lake	£575.00	N/A	N/A	£600.00	N/A	N/A	4.35%
Lake charges do not include equipment							
Model Boating *							
Model Boating (per craft per day) *	£4.20	£3.00	N/A	£4.30	£3.10	N/A	2.38%
Miscellaneous							
Powercraft Engine Test (per 30 minutes - from 8th February 2016)*	£45.00	N/A	N/A	£45.00	N/A	N/A	0.00%
Diving Lake (per diver - from 8th February 2016)*	Delete	N/A	N/A				
Windsurf Harness Hire (from 8th February 2016)*	£7.50	N/A	N/A	£8.00	N/A	N/A	6.67%
Spraydeck hire (from 8th February 2016)*	£7.50	N/A	N/A	£8.00	N/A	N/A	6.67%
Locker Tokens	£0.50	N/A	N/A	£0.50	N/A	N/A	0.00%
Small meeting room hire (half day)	£60.00	N/A	N/A	£60.00	N/A	N/A	0.00%
Small meeting room hire (full day)	£100.00	N/A	N/A	£100.00	N/A	N/A	0.00%
Large meeting room hire (half day)	£110.00	N/A	N/A	£110.00	N/A	N/A	0.00%
Large meeting room hire (full day)	£200.00	N/A	N/A	£200.00	N/A	N/A	0.00%
Flip Chart Hire (on site only) per day*	£20.00	N/A	N/A	£20.00	N/A	N/A	0.00%
P.A. Caravan (per day (on site only))*	£70.00	N/A	N/A	£70.00	N/A	N/A	0.00%
Rotherham School Visits	£4.00	N/A	N/A	£4.00	N/A	N/A	0.00%
School Visits (per pupil)	£4.00	N/A	N/A	£4.00	N/A	N/A	0.00%
Lecture (by Ranger Staff on site) per hour (non-vat)	£100.00	N/A	N/A	£100.00	N/A	N/A	0.00%
Events Fee *	£450.00	N/A	N/A	£475.00	N/A	N/A	5.56%
Orienteering Maps *	£2.70	N/A	N/A	£2.80	N/A	N/A	3.70%
Caravan and Camping *							
Caravan - Overnight (Organised events only)	£10.00	N/A	N/A	£10.00	N/A	N/A	0.00%
Tents - Overnight (Organised events only)	£8.50	N/A	N/A	£8.50	N/A	N/A	0.00%
Caravans (Daytime only)	£4.00	N/A	N/A	£5.00	N/A	N/A	25.00%
Coarse Fishing							
Season ticket (ticket to expire at end of March)	£74.00		N/A	£75.00	N/A	N/A	1.35%
Per Day	£5.00		N/A	£5.00	N/A	N/A	0.00%
Car Parking*							
Car Parking (over 3 hours)	£5.00	N/A	N/A	£5.00	N/A	N/A	0.00%
Car Parking (within 3 hours of closure)	£3.50	N/A	N/A	£3.50	N/A	N/A	0.00%
Car Parking - Orange / Blue Disabled Badge Holders	£2.50	N/A	N/A	£2.50	N/A	N/A	0.00%
Car Parking - Season Ticket:*					N/A	N/A	
Purchased in April to June	£80.00	N/A	N/A	£80.00	N/A	N/A	0.00%
Purchased in July to September	£60.00	N/A	N/A	£60.00	N/A	N/A	0.00%
Purchased in October to December	£30.00	N/A	N/A	£30.00	N/A	N/A	0.00%

Market Service Fees and Charges
Scale of Charges 2018/19

Indoor Monthly Charges exc. VAT	Current Charges	Last Increase	Proposals
Perimeter Stall			
1 - 5	£496.40	April 2016	No Increase
6 & 10	£315.70	April 2013	No Increase
7 - 9, 12 - 14, 16 - 18, 68 - 76	£496.40	April 2013	No Increase
11	£406.05	April 2013	No Increase
15	£323.30	April 2013	No Increase
19	£450.60	April 2013	No Increase
88 + Electricity Standing Charges	£682.15	April 2013	Reduce to £593.84
Island stall			
20 & 21	£496.40	April 2013	No Increase
22 - 67, 78, 80 - 87	£428.95	April 2013	No Increase
77 & 79	£450.60	April 2013	No Increase
Stock Room			
A1	£56.00	April 2013	No Increase
A2, A3, C2,E2,F2, G2, J2, M2, P1, Q2, Q3	£68.20	April 2013	No Increase
A4, B5	£34.85	April 2013	No Increase
B1	£20.05	April 2013	No Increase
B2, B3	£22.80	April 2013	No Increase
B4	£30.60	April 2013	No Increase
C1, E1, F1, J1, K1,	£45.50	April 2013	No Increase
G1,H1, H2A, H2B, K2A, K2B, L1, L2A, M1	£34.15	April 2013	No Increase
Q1A, Q1B	£34.15	April 2013	No Increase
Stock Room Lights Charge - Per Quarter			
	£10.00	April 2016	No Increase
Car Parking - Per Quarter			
(Inc CCTV Upgrades & Additional Security)	£130.00	April 2016	No increase
Outdoor Daily Charges inc. VAT			
Monday			
Small Stall 1 & 2	£13.50	April 2013	Decrease to £10.00
Standard Stall 8 - 85 & 129 - 131	£15.95	April 2013	Decrease to £10.00
Large Stall 3 - 7 & 86 - 128	£17.75	April 2013	Decrease to £10.00
Tuesday			
Standard Stall	£11.15	April 2013	No Increase

Market Service Fees and Charges
Scale of Charges 2018/19

Wednesday			
Standard Stall	£14.75	April 2013	Increase to £15.00
Friday & Saturday			
Small Stall 1 & 2	£14.20	April 2013	No Increase
Standard Stall 8 - 85 & 129 - 131	£16.65	April 2013	No Increase
Large Stall 3 - 7 & 86 - 128	£18.60	April 2013	No Increase
Storage Charges			
Storage Boxes	£3.50 / Day	April 2016	No Increase
OMT Large	£22.65 / week	April 2013	No Increase
OMT Small	£18.40 / week	April 2013	No Increase
Fruiters Storage	£8.50 / week	April 2016	No Increase
Outdoor Daily Charges exc. VAT			
Street Market			
RMBC Casual Traders/ Multiple Trading Days	£22.00	April 2017	Increase to £23.00
Regular Traders	£33.75	April 2013	No Increase
Town Centre Farmers Market	£15/£20/£25	April 2013	No Increase
Wath District	£1.30 / foot	April 2013	No Increase
Miscellaneous Charges			
Rotherham Crafters	£5.00	Oct 2017	Increase to £6.00
Car Boot Charity Admin Fee	£20.00	April 2013	No Increase
Farmers Market Licence Fee	£30.00/day	April 2013	No Increase
Document Completion Fee	£10.00	April 2013	No Increase
Out of Hours access charge	£20.00	April 2013	No Increase
Lease Assignment Fee	£100/£250	April 2013	No Increase
Lease Renewal Fee	£200.00	April 2016	No Increase
Town Centre Pitch Stall Hire	£25.00	April 2013	No Increase
Rotherham Advertiser Pitch	£0.00	April 2013	£25.00 daily pitch fee
Water Admin. Charge	£18.00	April 2013	No Increase
Concession Management Pitch	£65.00	April 2016	Increase to £100.00
Rival Market Licence Fee	£100/£200/£250	April 2013	Increase all fees by £25.00
New Trader Incentive	Two months rent free incentive	April 2015	Increase to three months
Equipment Hire Concession Rate (Per Gazebo)	£0.00	New Proposal	Introduce a £10.00 charge
Equipment Hire Normal Rate (Per Gazebo)	£25.00	April 2013	Increase to £30.00
Late Open/Early Close Fee - Market Hall	£10.00	Jan 2018	No Increase
Additional Income			

PARKING SERVICES CHARGES

In respect of town centre car parking charges, it is not proposed to increase charges in 2018/19. The Council is mindful of falling footfall in the town centre and the need to encourage visitors to support town centre businesses.

The current tariffs, which have been in place since 2016, are shown below for information.

Parking Activity	Current Tariff
On-street 30 minutes	£1.00
On-street 60 minutes	£1.50
On-street 120 minutes	£3.00
Off-street 120 minutes	£1.50
Off-street 240 minutes	£2.00
Off-street all day	£3.50

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Proposed Pest Control Charges - 2018/19

Activity	17/18 charge
Rats Inside Properties	£30.00
Rats Outside Properties	£30.00
Mice	£84.00
Moles	£84 fixed price max 3 treatments
Squirrels	£84 fixed price max 3 treatments
Feral Pigeons	quote
Fleas	£84.00
Bed Bugs	£192 fixed charge max 4 treatments
Cockroaches	£192 fixed charge max 4 treatments
Wasps' Nests	£84.00
Flies	£84.00
Wild Bees/Bumble Bees	£84.00
Stored Product Insects(beetles etc.)	£84.00
Garden Ants	£84.00

18/19 charge
£30.90
£30.90
£84.00
£86.52 fixed price max 3 treatments
£86.52 fixed price max 3 treatments
quote
£86.52
£197.76 fixed charge max 4 treatments
£197.76 fixed charge max 4 treatments
£86.52
£86.52
£86.52
£86.52
£86.52

SCHEDULE OF DEVELOPMENT MANAGEMENT ENQUIRY FEES

	TYPE OF ENQUIRY		Current Fee exc VAT	Current Fee Inc VAT	Proposed Fee exc VAT	Proposed Fee Inc VAT
	Do I need planning permission/General enquiries All development types		£60	£72	£80	£96
	Householder development House extension/alteration etc.		£60	£72	£80	£96
	Adverts & Changes of use Where site area does not exceed 1 hectare (Major development). Where it does, see Categories 8 & 9 below. Not including any other operational development. Change of use to flats considered under Category 6 below.		£60	£72	£80	£96
	Section 73 development (Minor material changes to approved schemes)	New Category			£150	£180
	Listed Building / Conservation Area /TPO advice		£40/hr	£48/hr	£50/hr	£60/hr
	Minor development <ul style="list-style-type: none"> • Dwellings: 1 - 3 / <0.25 ha • Other development: 100sqm – 500 sqm / <0.5 ha • Change of use to flats (any number) 		£250	£300	£300	£360
	<ul style="list-style-type: none"> • <100 sqm 		£125	£150	£150	£180
	Minor development (larger scale) <ul style="list-style-type: none"> • Dwellings 4 - 9 / 0.25 - 0.5 ha • Other development 500 - 1,000 sq m / 0.5 - 1 ha 		£300	£360	£360	£432

	Small-scale Major development <ul style="list-style-type: none"> • Dwellings: 10-199 / 0.5 - 4 ha • Other development: 1,000 – 9,999 sq m / 1 - 2 ha 	Initial meeting	£500	£600	£600	£720
		Additional meetings	£300	£360	£360	£432
		See additional schedule for further information				
	Large-scale Major development Dwellings: 200+ / more than 4 <ul style="list-style-type: none"> • Other uses: 10,000+ sq. m / more than 2 ha 	Initial meeting	£800	£960	£960	£1152
		Additional meetings	£500	£600	£600	£720
		See additional schedule for further information				
	Strategic developments Of borough wide significance and/or especially complex issues	Planning Performance Agreement (PPA) recommended	Price on request			
	Confirmation that conditions or legal agreement complied with - copies of decision notices etc.		£40/hr	£48/hr	£50/hr	£60/hr
	Enforcement Notice Withdrawal		£250	£300	£300	£360

Notes:

The intention is to recover the cost of the service provided, based on an average rate of £60/hr (inc VAT) an hour where the above fees will cover the officer time to assess your proposal and provide a written response. The exceptions to this are the small scale and large scale major development where we aim to arrange a meeting with you within 10 working days of the request of your enquiry which will also include relevant consultees and specialist officers. Following on from the meeting, we then aim to provide written comments regarding your proposal within a further 10 working days, summarising the issues raised, recommendations and the general level of acceptability.

If significantly more officer time is required than the fee suggests or a site visit is required, an additional fee will be requested in advance. This will ensure that pre-application fees cover our costs and remain fair and reasonable.

Exemption:

Works to improve a disabled person's access to a public building or to improve his/her access, safety, health or comfort at his/her dwelling house do not require any fee.

Enquiries from Parish Councils attract a fee of half that quoted above.

Building Regulations Consent:

Some works may also require Building Regulations Consent, please contact the Council's Building Regulations team at Building.Control@rotherham.gov.uk or ring 01709 823847 for more advice in this respect.

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HERITAGE SERVICES - PROPOSED FEES & CHARGES 2018/19	2017/18	2018/19
HERITAGE SERVICES - Clifton Park Museum, York and Lancaster Regimental Museum, Boston Castle, Archives and Local Studies		
Room Bookings		
Hire of Museum (Special Conditions apply)	On application	On application
Gallery Hire during normal Museum public opening hours (Mon-Fri) per hour	£28.00	£30.00
Gallery Hire during normal Museum public opening hours (Mon-Fri) per hour over 6 hours	£24.00	£25.00
Ceremony Room for ceremonies to include photos in the room and maintenance		£32.00
Gallery Hire Saturday and Sunday	On application	On application
Caretaking cost per hour	£15.00	£15.00
Use of Gallery in Museum for background wedding/ceremony photos	£50.00	£55.00
Hire of Boston Castle (Special Conditions apply)	On application	On application
Boston Castle Earl's Room during normal opening hours	£25.00	£25.00
Boston Castle Earl's Room Saturday and Sunday and outside normal opening hours	£30.00	£30.00
Caretaking cost per hour	£15.00	£15.00
Use of Gallery/roof at Boston Castle for background wedding/ceremony photos	£50.00	£55.00
Note room hire/photography outside normal opening hours incur a caretaking charge on top of rates listed above - per hour		
Cancellation of Room Bookings at Clifton Park Museum or Boston Castle:		
Charge for room booking cancelled on day	100%	100%
Charge for room booking cancelled within the week	80%	80%
Charge for room booking cancelled within the month	50%	50%
Hospitality/Refreshments	on application	on application
Licensing applications	cost plus 20%	cost plus 20%
Overhead Projector per hour	£0.00	£0.00
Overhead Projector full day (9 a.m.-5 p.m.)	£8.00	£9.00
Flip Chart Stand (including pad) per session	£8.60	£9.00
Powerpoint Projector per hour	£0.00	£0.00
Powerpoint Projector full day 9 am - 5 pm	£8.00	£9.00
Laptop per hour	£0.00	£0.00
Laptop full day 9 am - 5 pm	£8.00	£9.00
Display Cases	Price on application	Price on application
Transport of Display Cases	cover costs + 20%	cover costs + 20%
Installation of Display Cases	cover costs + 20%	cover costs + 20%
Display Boards	minimum £15 per day	minimum £15 per day
School/Learning Sessions/Workshops/Adult Sessions/Tours/Talks		
**Schools - non Vat if Rotherham LEA, Vatable for schools outside Rotherham LEA		
**School Sessions delivered at the Heritage Service venues for a full day visit (this includes all materials and resources)	£6.50 per child	£6.50 per child
**School Sessions delivered at the Heritage Service venues for a half day (this includes all materials and resources)	£4.00 per child	£4.25 per child
**School Sessions delivered at the Heritage Service venues for a half day using the kitchen Range (this includes all materials and resources)	£4.50 per child	£5.50 per child
**School based sessions inclusive of travel expenses	£4.50 per Child	£4.75 per child
Minimum charge for school session at Heritage Service venues for 27 pupils or less for full day	£150.00	£175.00
Minimum charge for school session at Heritage Service venues including the Kitchen Range for 27 pupils or less for half day sessions	£100.00	£145.00
Minimum for standard school sessions at Heritage Service Venues for Half day for 27 pupils or less	£108.00	£115.00
Minimum charge for SEN school session (max. 12 pupils)	n/a	£60.00
Minimum charge for school in School/Outreach venue for 27 pupils or less	£150.00	£150.00
Activity Box hire for self guided sessions (Museum or Park use only)	£15	£15
Activity Cart (resources for schools)	Price on application	Price on application
Adult Workshops/event tours/courses	Variable to at least cover costs + 12%	Variable at least to cover costs + 20%
Childrens activities (family fun days, craft activities, toddler sessions etc)		Variable at least to cover costs + 15%
Adult Reminiscence Sessions (max of 10 adults)	minimum charge of £50	Minimum charge of £55
Adult Care Home sessions (outreach venues)	minimum of £55	Minimum charge of £60
Hire of memory boxes for Care Homes (to be collected and returned by hirer)	£20 per for two weeks	£20 per for two weeks
General Museum and Gallery Tour (minimum of 10 adults)	minimum £4 per adult	Minimum charge of £4.20
Talk by staff (non-VAT) (up to 2 hours including preparation) at Heritage Service Venue		
Talk by staff (non-VAT) (up to 2 hours including preparation) at outreach Venue	Minimum of £50	Minimum of £55
Object Identification/Research Enquiries*:		
In person up to 1 hour	Free	Free
Over 1 hour in person	Free	Free
Research enquiries by post, e-mail or fax per 1/2 hour	£7.65	£7.65
A&LS Enquiries and research service*		
Basic initial enquiry and advice	Free	Free
Use of computers, internet and microfilm readers in searchroom	Free	Free
Staff time for carrying out research service enquiries (research, transcription,	£7.65	£7.65

Staff time for Electoral Register search and providing a letter confirming addresses if required (customer must be present for Registers under 10 years old) per 15 mins	£7.65	£7.65 per 15 minutes, minimum charge 30 minutes
A&LS Packing and postage charges (based on Royal Mail) *		
UK Standard		
Small letter up to 100g 1st class	£0.80	£0.80
Small letter up to 100g 2nd class	£0.70	£0.70
Large letter (A4 sheets) up to 100g, max thickness 2.5cm 2nd class	£1.15	£1.15
Large letter (A4 sheets) up to 250g, max thickness 2.5cm 2nd class	£1.70	£1.70
Large letter (A4 sheets) up to 500g, max thickness 2.5cm 2nd class	£1.95	£1.95
Large letter (A4 sheets) up to 750g, max thickness 2.5cm 2nd class	£2.70	£2.70
International Standard - Europe		
Small letter up to 100g	£1.90	£1.90
Large letter (A4 sheets) up to 100g, max thickness 2.5cm	£2.80	£2.80
Large letter (A4 sheets) up to 250g, max thickness 2.5cm	£4.10	£4.10
Parcels	Cost on request	Cost on request
International Standard - World zone 1		
Small letter up to 100g	£2.80	£2.80
Large letter (A4 sheets) up to 100g, max thickness 2.5cm	£3.60	£3.60
Large letter (A4 sheets) up to 250g, max thickness 2.5cm	£5.20	£5.20
Parcels	Cost on request	Cost on request
International Standard - World zone 2		
Small letter up to 100g	£2.80	£2.80
Large letter (A4 sheets) up to 100g, max thickness 2.5cm	£3.80	£3.80
Large letter (A4 sheets) up to 250g, max thickness 2.5cm	£5.60	£5.60
Parcels	Cost on request	Cost on request
A&LS Photocopying per page* (add on staff time and postage costs for orders placed via distance enquiry service)		
A4 black and white	£0.45	£0.45
A4 colour	£2.00	£2.00
A3 black and white	£0.65	£0.65
A3 colour	£2.90	£2.90
A&LS Printing per page* (add on staff time and postage costs for orders placed via distance enquiry service)		
From microfilm/fiche A4 black and white print	£0.65	£0.65
From microfilm/fiche A3 black and white print	£0.80	£0.80
From RLN computers A4 black and white print	£0.10	£0.15
From RLN computers A4 colour print	£0.50	£0.60
From Viewfinder A4 black and white print	£0.65	£0.65
From Viewfinder A4 colour print	£2.10	£2.10
From Mapper A4 black and white print	£0.65	£0.65
Digital image (A&LS/Collections)* (add on staff time costs, plus CD-Rom and postage if applicable)		
Supply of single digital image	£2.40	£2.50
Supply of multiple digital images		10+ - 20%; 100 - 30%
One CD-Rom	£1.50	£1.50
A&LS Photography by customer*		
Digital photograph using own camera, per image taken	£0.50	£0.50
Permit to take a larger quantity of photographs on a single day (conditions apply)	£10.00	£11.00
Advanced permit, as above but with photographer bringing in own additional equipment	£25.00	£30.00
A&LS/Collections reproduction fee per image (not including cost of obtaining the image)*		
<i>NB: an acknowledgement must be made to Rotherham Archives and Local Studies where the images are used.</i>		
Uses by educational or non-profit making institution or person:		
Single use in one book, e-book, journal, CD-Rom, film, exhibition or display	£12.75	£13.00
Unlimited use in one book, e-book, journal, CD-Rom, film, exhibition or display	£25.50	£26.00
Use on a website	£30.50	£31.00
Uses by a commercial or profit-making institution or person:		
Single use in one book, e-book, journal, CD-Rom, film, exhibition or display	£25.50	£26.00
Unlimited use in one book, e-book, journal, CD-Rom, film, exhibition or display	£51.00	£52.00
Use on a website (non-VAT)	£61.00	£62.00
Commission:		
Conservation Lab hire	n/a	Min of £50 per full day/£25 per half day
Hired Equipment	price on application	Price on application
Use of Hired Van	Price on application	Price on application
Commission on Sales (Art/Craft/Exhibits)	minimum 10% prof/amateur	minimum 10% prof/amateur
Use of Gallery in Museum for background photos	£50.00	£55.00
Fees for Consultancy Work*:		
Unskilled staff per day	min £65	Min £90
Skilled staff per day	min £200	Min £210
Professional staff per day	min £450	Min £450
Conservation - fee per hour	Price on application	£35 (£210 per day)
Publicity & Promotion of Booked Events at request of hirer per advert minimum (inc. design, advert space and handling charge)	Price on application	Price on application

Storage Charge (for equipment, scenery, costumes, materials, etc.) per day per 10m ²	Price on application	Price on application
Box fees for deposition of Archaeological Archives at Clifton Park Museum	Price on application	Price on application

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Proposed increased charges for the Property Addressing (Street Naming and Numbering) service

The Council has a statutory responsibility for street naming and property numbering. Historically this has been carried out without any charge to the applicant, who would typically be the homeowner (e.g. adding a house name or a self-build) or a builder/developer.

However, many local authorities have now introduced a charge for this service and Rotherham also began charging in summer 2017. Legislation sets out that any charges should be reasonable and cover no more than the costs of providing the service.

Proposed increased charges

The proposed charges shown in the table below would see a moderate increase in income generation for providing the street naming and numbering service. They are comparable with other local authorities who charge for this service.

The charges will remain reasonable and within the boundaries of recovering the actual cost to the Council of providing the service. Given the likely increase in new housing development following the anticipated adoption of the Rotherham Local Plan in 2018, it is recommended that these revised charges are put into place for the start of the 2018/19 financial year.

Proposed 2018/19 charges for property addressing and street naming services

Service	Charge*			
New street naming	£75 per street			
New properties on new street or new property addresses on an existing street	Number of properties**			
	1	2 to 5	6 to 10	More than 10
	£60	£90	£120	£250 plus £5 per property
Readdressing after notification (i.e. change subsequent to initial application)	£60	£90	£120	£250 plus £5 per property
Change to house name	£50			
Letter of confirmation of address	£50			

*These charges are not subject to VAT.

**Number of properties to be determined by Rotherham MBC.

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Fees & Charges from September 2018 - September 2019

	Professional companies	Businesses and Dance schools	Amateur or charitable organisations	
Theatre Hire Current			Concessionary 30% reduction	Notes
Where an organistaion is VAT registered these charges (Exc annexe) are exclusive of VAT and VAT will be added to charge				
Performances				
Performance for professional company	£1,100			
one day hire for one performance for 8 hours total (2 tech staff, 1 duty Manager and box office for performance)(Additional performances negotiable with Theatre Manager)				
Per hour daytime	£200			
Local Businesses, Dance Schools, Amateur or Charitable Organisations				
Off Peak Weekday Performance Evenings		£675	£472.50	plus 10%/6% ticket sales
(6pm -10.30pm Mon-Fri (2 crew, 1 duty Manager, 1 box office)				
On Peak Weekend Performance Evenings		£675	£472.50	plus 10%/6% ticket sales
Where % occupancy exceeds 70%				
(6pm -10.30pm Sat - Sun (2 crew, 1 duty Manager, 1 box office)				
On Peak Weekend Performance Evenings		£725	£507.50	plus 10%/6% ticket sales
Where % occupancy is less than 70%				
(6pm -10.30pm Sat - Sun (2 crew, 1 duty Manager, 1 box office)				
Matinee Performances		£600	£420	access 1.5 hrs prior to curtain up
Underplaying an Evening (2 crew, 1 duty Manager, 1 box office)				

Please note that a 10% reduction for hiring the theatre all week is no longer applicable.

Pre Production				
Pre- production Technical Meetings		FOC	FOC	
To discuss all technical elements of production				
Saturday / Sunday Get In and Rehearsal		£675	£472.50	8 hour get in/rehearsal day
First eight hours or part thereof -				
Saturday/Sunday Get In and Rehearsal		£75	£75	Hourly rate over 8 hours(2 staff)
Hour and part hour after the first eight hours - Price Per Hour				
Weekday Get In and Rehearsal		£675	£472.50	8 hour get in/rehearsal day
First eight hours or part thereof -				
Weekday Get In and Rehearsal		£70	£70	
Hour and part hour after the first eight hours - Price Per Hour				
Rehearsal Evenings		£675	£472.50	
When part of a longer hire - Maximum 5 hours				
Blank Night Retainer		£675	£472.50	
When theatre is unoperational due to hirer occupancy				

All technical work for the performance must be scheduled within the hire time. Any additional time required for the purposes of the hirers performance will be recharged at the hourly rates applicable.

Additional Staffing				
Follow Spot Operator / Additional Stage Hand		£18	£18	Additional staff for get in/ follow spot/ crew
Price per hour				
Additional Specialist Technician / Staff Member		POA	POA	
Sound Operator/ AV tech (Subject to availability) price per hour				
Theatre staff as Specialist Speakers		POA	POA	
Price per hour				

Additional Rooms				
The Lister Hall	£21.45	£16.50	£16.50	Increased charge for Professional Companies - 2017/18 Charge £16.50
Subject to availability price per hour or part of				
The White Room	£16.15	£12.40	£12.40	Increased charge for Professional Companies - 2017/18 Charge £12.40
Subject to availability price per hour or part of				

	Professional companies	Businesses and Dance schools	Amateur or charitable organisations	
Equipment/Extras <i>subject to availability</i>				
The Orchestra Pit		£55	£55	Should be set up during hire time. If required prior to hire time additional labour charges will apply
Projector Hire (Single Performance)	£35	£35	£35	Must be rigged in the hire time. If required prior to hire time additional labour charges will apply
<i>Includes rigging and de-rigging</i>				
Projector Hire (Week long run of performances)	£96	£96	£96	Must be rigged in the hire time. If required prior to hire time additional labour charges will apply
<i>Includes rigging and de-rigging</i>				
Yamaha Baby Grand Concert Piano	£50	£50	£50	Tuning at cost + 20%
<i>Tuning at cost +20%</i>				
Follow spot		£20/£45	£20/£45	Day/Week
<i>Operator costs see above</i>				
Mirror Ball	£20	£20	£20	
UV Lamps	£20/£30	£20/£30	£20/£30	Day/Week. Subject to availability. If hired from external company - hire cost + 20%
Strobe	£25/35	£25/£35	£25/£35	Day/Week. Subject to availability. If hired from external company - hire cost + 20%
Hire of Intelligent Lighting system	£125/£300	£125/£300	£125/£300	Day/Week. Programming time should be allowed within hire time.
<i>x 4 intelligent lights per day/ per week (subject to availability)</i>				
Drape Hire	£20/£45	£20/£45	£20/£45	Day/Week. Cyclorama /gauze
<i>When not as part of standard black box set up.</i>				
Repair of Drapes	Cost + 25%	Cost + 25%	Cost + 25%	
<i>When repairable</i>				
Replacement of Drapes	Cost + 25%	Cost + 25%	Cost + 25%	
<i>When irreparable</i>				
Star Cloth	£25/£60	£25/£60	£25/£60	
<i>Per day/per week</i>				
Smoke Machine	£15/£40	£15/£40	£15/£40	
<i>Per day/per week</i>				
Smoke Fluid per 0.5ml	£10	£10	£10	<i>fluid for smoke machine per 0.5l</i>
<i>Consumption monitored</i>				
Haze Machine	£20/£50	£20/£50	£20/£50	Day/Week
<i>Per day/per week</i>				
Haze Fluid per 0.5ml	£10	£10	£10	as above
<i>Consumption monitored</i>				
Radio Mic	£35	£35	£35	
<i>Per session /per mic</i>				
Pyrotechnic Detonation System	£15/£40	£15/£40	£15/£40	Day/Week
<i>Per day/per week</i>				
Gaffer Tape	Cost + 25%	Cost + 25%	Cost + 25%	
<i>Per roll</i>				
PAT test	£4.75	£4.75	£4.75	
<i>Per electrical item brought on site without current test</i>				

Other Hires - non performance				
Annexe Lister Hall	£21.45	£16.50	£16.50	Increased charge for Professional Companies - 2017/18 Charge £16.50
<i>Price per hour</i>				
Annexe Lister Hall	£81.50	£62.70	£62.70	Increased charge for Professional Companies - 2017/18 Charge £62.70
<i>Per 4 hour Session</i>				

Miscellaneous				
Ticket printing	£0.25	£0.25	0.25	When selling for 3rd party
<i>For non theatre events</i>				
External Advertising	cost + 25%	cost + 25%	cost + 25%	
<i>Local press/social media</i>				

	Professional companies	Businesses and Dance schools	Amateur or charitable organisations	
Commissions				
Ticket Sales	N/A	10%	6%	Amateurs /charity at reduced rate
<i>Commission on all tickets sold.</i>				
<i>An average of 6 complimentary tickets per performance are exempt from commission</i>				
Programme Sales	15%	15%	15%	Dance School/Amateurs /charity selling own programmes exempt
<i>Companies to provide own floats</i>				
Merchandise	15%	15%	15%	
<i>Companies to provide own floats</i>	<i>plus staff charges</i>			
Deposits / Cancellations				
Deposit for Hirers	20%	20%	20%	
<i>Payable on confirmation of dates</i>				
Cancellation Fee within 4 months	50%	50%	50%	
<i>Of core charges</i>				
Cancellation Fee within a month	80%	80%	80%	
<i>Of core charges</i>				
Cancellation Fee within a week	100%	100%	100%	
<i>Of core charges</i>				

** All professional contracts will be negotiated outside these charges

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Public Report

Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Name of Committee and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 12 March 2018

Report Title

New Applications for Business Rates Discretionary Rate Relief

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

No

Strategic Director Approving Submission of the Report

Judith Badger, Strategic Director of Finance and Customer Services

Report Author(s)

Diane Woolley – Team Leader, Local Taxation
01709 255152 or diane.woolley@rotherham.gov.uk

Ward(s) Affected

All

Summary

To consider 4 applications for the award of a discretionary business rate relief for the organisations listed in Section 2. This is in accordance with the Council's Discretionary Business Rates Relief Policy (approved 12th December 2016).

Recommendations

That 20% discretionary top up rate relief is awarded to the organisations listed in Section 2 of this report.

List of Appendices Included

None

Background Papers

Discretionary Rate Relief Policy - Approved 12th December 2016

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

New Application for Discretionary Rate Relief

1. Recommendation

- 1.1 That 20% discretionary top up rate relief is awarded to the organisations listed in Section 2 of this report.

2. Background

- 2.1 Section 47 of the Local Government Finance Act (LGFA) 1988 conveys power on local authorities to allow discretionary relief that would be additional to the mandatory relief. This is given when the property is used wholly or mainly for charitable purposes by a charity or other non-profit body whose main objects are charitable or benevolent, or concerned with education, social welfare, science, literature or the arts.

- 2.2 The Council can grant discretionary rate relief to:-

- Registered Charitable Organisations, including Community Amateur Sports Clubs. The relief granted is up to 20% of the rate liability as these organisations are eligible for 80% mandatory rate relief.
- Other organisations or institutions that are not established or conducted for profit and whose aims are charitable or otherwise, philanthropic, religious, concerned with education, social welfare, science, literature or fine arts. Relief can be granted up to 100% of the business rates liability.
- Properties occupied by not for profit sports or social clubs, societies or other organisations for the purposes of recreation. Relief can be granted up to 100% of the business rates liability.
- Rate relief to ratepayers – Section 47 of the LGFA 1988 was amended by Section 69 of the Localism Act 2011. This amendment gives the Council the discretion to grant relief to any other body, organisation or ratepayer, having due regard to its Council Tax payers.

- 2.2.1 The Council has operated a system of awarding relief through the application of a policy that was approved by the former Cabinet on 24th April 2013 which has more recently been revised and subsequently approved by Cabinet on 12 December 2016.

- 2.2.2 The funding for Discretionary Rate Relief was, until the introduction of the Government's Business Rates Retention Scheme (April 2014), shared with Central Government through the National Non-Domestic Rate Pool. Local authorities were reimbursed with 25% of the cost of discretionary rate relief granted to charities and Community Amateur sports Clubs, and 75% of the cost of relief granted to other bodies. Now, with the localisation of business rates, Central Government and Councils share every £1 of rates due on a 50/50 basis as follows:

Central Government	50%
South Yorkshire Fire and Rescue Authority	1%
Rotherham MBC	49%

2.3 Application 1:
27th Rotherham Woodsetts Scout Group
Gildingwells Road, Woodsetts, Worksop S81 8QE

2.3.1 27th Rotherham Woodsetts Scout Group works with young people to develop good citizenship by training them in observation, obedience and self-reliance.

Emphasis is given to teaching around services useful to the public and skills useful to themselves as well as promoting their physical, spiritual and mental development.

2.3.2 The application for the award of discretionary rate relief does meet the Council's qualifying criteria as set out in its Policy. The organisation actively encourages membership for all young people within the community. They are able to cater for children with disabilities. The organisation relies heavily upon unpaid volunteers

2.3.3 27th Rotherham Woodsetts Scout Group is a registered charity benefiting from 80% mandatory relief and is applying for 20% discretionary top up relief with regard to their 2017/18 and 2018/19 rates liability. The financial implication of awarding the rate relief is set out in section 7 of this report.

2.4 Application 2:
Catcliffe Memorial Hall
Old School Lane, Catcliffe, Rotherham S60 5SP

2.4.1 Catcliffe Memorial Hall provides affordable meeting facilities to the community. It is hired out for social events, classes and activities.

The organisation previously benefited from 20% discretionary top up relief and are now reapplying following a period of closure for general refurbishment.

2.4.2 The application for the award of discretionary rate relief does meet the Council's qualifying criteria as set out in its Policy. The facilities are available to all sections of the community. The social events and classes held encourage and support community cohesion.

2.4.3 Catcliffe Memorial Hall is a registered charity benefiting from 80% mandatory relief and is applying for 20% discretionary top up relief with regard to their 2017/18 and 2018/19 rates liability. The financial implication of awarding the rate relief is set out in section 7 of this report.

2.5 Application 3:
Swinton Recreation Ground
Adjacent to Park View Social Club, Park Road, Swinton, Mexborough
S64 8JH

- 2.5.1 Swinton Recreation Ground promotes and supports sporting activity within the Swinton area with a particular emphasis on football.

The trustees have recently taken over the facility from Rotherham MBC and hope to be able to regenerate a second football pitch on the site.

They work with a local gym that uses the facility for a rehabilitation program for former cancer patients.

The ground has also been used to provide subsidised holiday clubs.

- 2.5.2 The application for the award of discretionary rate relief does meet the Council's qualifying criteria as set out in its Policy. The facilities are available to all sections of the community. The facilities encourage sporting fitness and general wellbeing and promote community spirit.
- 2.5.3 Swinton Recreation Ground is a registered charity benefiting from 80% mandatory relief and is applying for 20% discretionary top up relief with regard to their 2017/18 and 2018/19 rates liability. The financial implication of awarding the rate relief is set out in section 7 of this report.

**2.6 Application 4:
Sheffield Royal Society for the Blind
8 Ship Hill Rotherham S60 2HG**

- 2.6.1 Sheffield Royal Society for the Blind supports people with a sensory impairment.

Rotherham Sight and Sound is a division of the above organisation and is using the above premises to sell specialist equipment which will aid those with a sensory impairment.

The premises are also being used for social and activity groups and to provide technology training.

Rotherham Sight and Sound is being fully funded by Rotherham MBC.

- 2.6.2 The application for the award of discretionary rate relief does meet the Council's qualifying criteria as set out in its Policy. The facilities are available to all sections of the community suffering from sensory impairment. The social events and classes held encourage and support community cohesion. The organisation supports and encourages clients to retrain for, or regain, employment
- 2.6.3 Sheffield Royal Society for the Blind, of which Rotherham Sight and Sound is a division, is a registered charity benefiting from 80% mandatory relief and is applying for 20% discretionary top up relief with regard to their 2017/18 and 2018/19 rates liability. The financial implication of awarding the rate relief is set out in section 7 of this report.

3. Key Issues

- 3.1 To consider the applications requesting the award of discretionary rate relief to the organisations listed in Section 2.

4. Options considered and recommended proposal

- 4.1 Given the discretionary nature of the relief requested, the Council has the discretion to either award or not award a discretionary rate relief.
- 4.2 In helping Members make such a decision, the Council has put in place a specific Policy framework to consider individual applications. In accordance with that Policy, applications (including supporting documentation) for relief have been considered in line with the qualifying criteria and other considerations set out in that Policy.
- 4.3 In line with the Council's Business Rates Discretionary Relief Policy, having regard to the financial cost of the proposed relief, the charitable use of the premises and the contribution that these businesses make to the local community, the proposed awards of relief are considered to be appropriate. It is therefore recommended that an award of 20% discretionary top up rate relief is awarded to the 4 organisations listed in Section 2.

5. Consultation

- 5.1 The recommendations in the report are based on the application of an existing policy. There has been no specific consultation carried out in relation to any individual organisations referred to within this report.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The applicants will be advised by letter on the outcome of their application for relief within 10 working days of the Cabinet decision.

7. Financial and Procurement Implications

- 7.1 The applicants have provided financial information in support of the applications for discretionary rate relief which have been assessed by the Council's Finance department. Financial support in the form of discretionary rate relief is considered appropriate if the organisations are to expand and develop their activities.
- 7.2 The total potential cost of granting the relief for the financial years 2017/18 and 2018/19 is set out below in paragraph 7.3 alongside the specific cost to the Council.

7.3 **Year** **Total Amount of Relief** **Cost to RMBC**

27th Rotherham Woodsetts Scout Group

17/18	£114.96	£56.33
18/19	£118.32	£57.98

Catcliffe Memorial Hall

17/18	£745.14	£365.12
18/19	£838.10	£410.67

Swinton Recreation Ground

17/18	£220.42	£108.01
18/19	£335.24	£164.26

Sheffield Royal Society for the Blind

17/18	£1,224.17	£599.84
18/19	£1,676.20	£821.34

Figures for the financial year 2018/19 are based on provisional multipliers.

8. **Legal Implications**

- 8.1 The statutory framework for discretionary rate relief is set out in the body of the report.

9. **Human Resources Implications**

- 9.1 No direct implications from this report

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

- 10.1 No direct implications from this report

11. **Equalities and Human Rights Implications**

- 11.1 No direct implications from this report

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

- 12.1 No direct implications from this report

13. Risks and Mitigation

- 13.1 The Government has issued guidance notes to advise Authorities what criteria should be used in considering applications for Discretionary Rate Relief. Authorities have been strongly advised to treat each individual case on its own merits and to not adopt a policy or rule which allows them to not consider each case without proper consideration. In cognisance of these guidance notes, the Council has formally adopted a Policy framework for considering individual discretionary business rates relief applications with the decision to award reserved for Cabinet.

14. Accountable Officer(s)

Approvals Obtained from:-

Graham Saxton, Assistant Director, Finance and Customer Services.

Dermot Pearson, Assistant Director, Legal Services

Head of Procurement - Not Applicable

Diane Woolley, Team Leader, Local Taxation

Rachel Humphries, Operational Manager, Local Taxation

Anne Ellis, Finance Manager, Finance and Customer Services

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Public Report
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Council Report

Cabinet and Commissioners Decision Making Meeting – 12 March 2018

Title

Refreshed Health and Wellbeing Strategy 2018 – 2025

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

No, but is included on the Forward Plan.

Strategic Director Approving Submission of the Report

Terri Roche, Director of Public Health

Report Author(s)

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Ward(s) Affected

All Wards

Summary

Rotherham's Health and Wellbeing Strategy, which has been produced in collaboration with all health and wellbeing partners, has been refreshed for 2018 to 2025. This is the third Strategy produced by the local Health and Wellbeing Board since it was established in 2011.

Health and Wellbeing Boards have a duty to publish a local Health and Wellbeing Strategy, fulfilling the duty set out in the Health and Social Care Act (2012) to set the overarching framework for health, wellbeing and care commissioning plans locally.

This report presents the refreshed Strategy for Cabinet to endorse, prior to formal sign-off by the Health and Wellbeing Board (HWbB) on 14th March 2018.

Recommendations

That Cabinet endorse the refreshed Health and Wellbeing Strategy for 2018 – 2025.

List of Appendices Included:

Appendix A - Draft Health and Wellbeing Strategy 2018 – 2025.

Appendix B - Health and Wellbeing Strategy and Integrated Health and Social Care Place Plan governance diagram.

Appendix C – Current and refreshed strategy framework

Background Papers

Health and Wellbeing Strategy 2015-2018 available at:

http://rotherhamhealthandwellbeing.org.uk/hwp/downloads/download/1/health_and_wellbeing_documents

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Health and Wellbeing Board - 15th November 2017 and 10th January 2018

Health Select Commission on 14th December 2017

Council Approval Required

No

Exempt from the Press and Public

No

Refreshed Health and Wellbeing Strategy 2018 – 2025

1. Recommendations

- 1.1 That Cabinet endorse the refreshed Health and Wellbeing Strategy for 2018 – 2025

2. Background

- 2.1 Health and Wellbeing Boards (HWbBs) have a duty to publish a local Health and Wellbeing Strategy (Strategy), fulfilling the duty set out in the Health and Social Care Act (2012) to set the overarching framework for health, wellbeing and care commissioning plans locally.
- 2.2 Rotherham's Strategy, which has been produced in collaboration with all health and wellbeing partners including the Council (including all directorates), the Clinical Commissioning Group (CCG), Rotherham NHS Foundation Trust, Rotherham, Doncaster and South Humber NHS Mental Health Trust (RdaSH), Voluntary Action Rotherham (VAR), Healthwatch, NHS England and South Yorkshire Police, has been refreshed for 2018 to 2025. This is the third Strategy produced by the local HWbB since it was established in 2011.
- 2.3 This report presents the refreshed Strategy for Cabinet to endorse, prior to formal sign-off by the Health and Wellbeing Board (HWbB) on 14th March 2018.
- 2.4 The existing Strategy (2015-2018) runs until the end of 2018, however the local HWbB agreed that due to a number of strategic drivers influencing the role of the HWbBs, such as the local Integrated Health and Social Care Place Plan, an early refresh was appropriate. Refreshing the Strategy early in 2018 would ensure it remained fit for purpose and strengthened the HWbBs role in relation to high level assurance and holding partners to account, as well as influencing commissioning across the health and social care system, and wider determinants of health.

3. Key Issues

3.1 Integrated Health and Social Care Place Plan

- 3.2 The Rotherham Integrated Health and Social Care Plan (Place Plan) sets out how partners will work together to deliver system wide improvements and the Rotherham Place Board shares responsibility for the planning and delivery of improved and sustainable health and social care for local people. This local Partnership has published the Place Plan, which will deliver a set of 'place' priorities under five work streams.
- 3.3 A key factor influencing the refresh of the local Strategy was to align the Place Plan to it. This means that the Place Plan will also be refreshed and its associated work streams will become the delivery mechanism for the elements in the Strategy relating to health and social care integration.
- 3.4 The diagram in Appendix B demonstrates how these documents will be aligned.

3.5 Principles of the Strategy

3.6 The principles of the strategy have not changed from the current version (2015-2018). The HWbB agree these are still relevant and should continue to be the foundation for the refreshed Strategy, and be embedded in everything that all partners do, both individually as organisations, and jointly as a partnership:

- Reduce health inequalities by ensuring that the health of our most vulnerable communities, including those living in poverty and deprivation and those with mental health problems, learning or physical disabilities, is improving the fastest
- Prevent physical and mental ill-health as a primary aim, but where there is already an issue, services intervene early to maximise impact
- Promote resilience and independence for all individuals and communities
- Integrate commissioning of services to maximise resources and outcomes
- Ensure pathways are robust, particularly at transition points, so that no one is left behind
- Provide accessible services to the right people, in the right place, at the right time.

3.7 The strategy continues to be a high-level document which includes the most important things that the HWbB have agreed to focus on to improve the health and wellbeing of local people. The refreshed version has strengthened this; it is not intended to include everything that all partners do, but what they can do better together. The four aims in the Strategy each has a set of priorities attached, which have been reduced from the current version ensuring they are properly high-level and in line with the principles.

See appendix C for an overview of the current and refreshed aims and priorities.

3.8 The HWbB also wish to present the refreshed Strategy over a longer-term: 2018 – 2025, which puts it into line with the Rotherham Together Partnership Plan and sets the strategic vision and direction for the HWbB over the next seven years.

3.9 The four aims in the Strategy are purposely ambitious. They will require a continued and dedicated focus on improving health and wellbeing outcomes across the whole partnership. Results will not be seen overnight, but publishing this strategy until 2025 ensures work at HWbB level can be focused on the activity required to deliver the aims in an appropriate timescale.

4. Options considered and recommended proposal

- 4.1 The options presented to Cabinet are to endorse or not endorse the refreshed Strategy. The Strategy has been widely consulted on with stakeholders and the version presented with this report has taken on board all of the comments received. If further amendments are proposed, these will need to be taken to the Health and Wellbeing Board for their consideration and agreement before being enacted.

5. Consultation

- 5.1 Because the Strategy is a refresh of the current version, and not a complete re-write, broad public consultation has not been undertaken.
- 5.2 The reason for refreshing the Strategy has been to ensure it remains fit for purpose in relation to the HWbBs strategic oversight role, and focuses on the most important areas that the partnership is able to do better by working together. The health and wellbeing issues which the strategy will focus on have been informed by local intelligence in the Joint Strategic Needs Assessment and previous iterations of the strategy have been consulted on publically.

Stakeholders across all partner organisations, including the voluntary and community sector, have been consulted with. The draft refreshed Strategy has also been shared via public meetings of the CCG and HWbB. Consultation has included:

- Health Select Commission received an early draft of the Strategy to comment on and input in December 2017.
- A voluntary and community sector 'audience with' session hosted by VAR in January 2018, and circulated via the VAR news bulletin.
- Officers across all partner organisations, who are involved in work relating to the aims in the Strategy, for example Place Plan workstreams, housing, green spaces, planning and community safety have all been consulted during December 2017 and January 2018.
- The Rotherham Together Partnership has been consulted during January/February 2018.
- The Integrated Health and Social Care Place Board and CCG Governing Body (public meeting) have received the Strategy to comment on and endorse during February 2018.
- All partners of the HWbB have consulted with their respective boards, including Rotherham Foundation Trust and RDaSH.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The Health and Wellbeing Board have a duty to publish the local Health and Wellbeing Strategy and it is their responsibility to formally approve this document.
- 6.2 Because the Strategy impacts on the whole Rotherham population, across all wards, and is the responsibility of a number of partners to deliver, it is good practice to seek the endorsement of the CCG (through the CCG Governing Body) and the Council (through the Council's Cabinet).
- 6.3 The Strategy has been taken through the following process for endorsement and formal approval:
- 19 January 2018 draft strategy circulated to HWbB, Health Select Commission and wider stakeholders to share with their respective boards and networks
 - 6 February 2018 Consultation with the Council's Strategic Leadership Team
 - 7 February 2018 Consultation at the Integrated Health and Social Care Place Board
 - 7 February 2018 Taken for comments and endorsement at the CCG Governing Body
 - 12 March 2018 Taken for endorsement at the Council's Cabinet
 - 14 March 2018 Formal approval will take place at HWbB.

7. Financial and Procurement Implications

- 7.1 There are no direct financial or procurement implications arising from the refresh of the Strategy.

8. Legal Implications

- 8.1 Publishing a Health and Wellbeing Strategy is a statutory requirement of the Health and Wellbeing Board, as set out in the Health and Social Care Act 2012.

9. Human Resources Implications

- 9.1 There are no staffing or HR implications arising from this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The Strategy has implications for children, young people and vulnerable adults. Specific consideration to these groups and the issues and challenges they face are included in the aims within the Strategy.
- 10.2 The Strategy has four aims. The health and wellbeing of children and young people is the focus of 'Aim 1'. This contributes towards achieving the vision for

Rotherham to be a child friendly borough, which is about helping all children and young people to have a voice and be able to influence everything the Council and partners do, to have high aspirations and self-esteem and feel able to actively participate in their communities, and to grow into healthy and resilient adults.

- 10.3 Vulnerable adults, including people with learning disabilities, mental health issues and older people, are included in the priorities within 'Aim 2' and 'Aim 3'.
- 10.4 Other vulnerable children and adults are also included within the Strategy, such as carers and those experiencing loneliness or isolation. 'Aim 4' includes priorities in relation to wider determinants of health such as housing, community safety and employment, which are also areas or activity involving vulnerable people.
- 10.5 The Strategy refers to the Safeguarding Partnership Protocol which the HWbB are fully committed to, which ensures all relevant theme boards (HWbB, Children and young People's Partnership, Safer Rotherham Partnership, Safeguarding Adults Board and Safeguarding Children's Board) have a shared focus on positive outcomes for children, young people, adults and their families; and that appropriate arrangements are in place between strategic leaders, elected members and chairs to ensure strategic priorities in relation to safeguarding are translated effectively into action plans.

11 Equalities and Human Rights Implications

- 11.1 One of the key principles of the Strategy is to reduce health inequalities. Health inequalities are differences between people or groups due to social, geographical, biological or other factors, and these differences have a huge impact because they result in people who are worst off experiencing poorer health and shorter lives.
- 11.2 Whilst some differences, such as ethnicity, may be fixed, others are caused by social or geographical factors and can be avoided or mitigated against. Page five in the refreshed Strategy explains the causes of poor health and that the single biggest cause of ill health and health inequalities are socio-economic factors such as education, employment and income, as well as family and social support networks available to people and the physical environment in which people live – including the quality of our built environment, housing, transport and access to green spaces.
- 11.3 The Council, working together with local partners, are therefore uniquely placed to tackle health inequalities, as many of the social and economic determinants of health, and the services or activities which can make a difference, fall within its remit.
- 11.4 'Aim 1' focuses on ensuring every child, particularly those from disadvantaged areas, get the best start in life and go on to be ready for the world of work with high-aspirations, and 'Aim 4' includes priorities in relation to many of those wider determinants.

12. Implications for Partners and Other Directorates

- 12.1 The Strategy has been produced by all of the HWbB partners, including the Council (including all directorates), the Clinical Commissioning Group, Rotherham Foundation Trust, Rotherham, Doncaster and South Humber Mental Health Trust, Voluntary Action Rotherham, Healthwatch, NHS England and South Yorkshire Police.
- 12.2 The wider Rotherham Together Partnership has been consulted as described previously, as there are implications for many organisations in achieving the aims in the Strategy.

13. Risks and Mitigation

- 13.1 The risk of not publishing a local Strategy is the HWbB will not be compliant with the duty set out in the Health and Social Care Act 2012.
- 13.2 The current Strategy (published 2015) runs out end of 2018, when a new Strategy will need to be developed. It is therefore advantageous to publish the refreshed Strategy early, which brings it into line with the broader work of the HWbB (including the Place Plan) and ensures it is fit for purpose.

14. Accountable Officer(s)

Approvals Obtained from:-

	Named Officer	Date
Strategic Director of Finance & Customer Services	Judith Badger	
Assistant Director of Legal Services	Dermot Pearson	
Head of Procurement (if appropriate)	NA	
Head of Human Resources (if appropriate)	NA	

Report Author: Kate Green, Policy and Partnership Officer

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DRAFT
Rotherham Joint Health and Wellbeing Strategy

A healthier Rotherham by 2025

Foreword

Health and wellbeing is important to everybody in Rotherham, enabling people to live fulfilling lives and to be actively engaged in their community. The way individuals achieve good health will differ according to their experiences, life chances, abilities and resources. Unfortunately, we know too many people in Rotherham are not in good health and that significant differences exist between our most and least deprived communities.

As our population grows, health and wellbeing needs change. We need to ensure we are responsive to these changes by continuing to support people to live healthy lives and remain independent as long as possible.

Public sector finances are becoming increasingly stretched, which means that all partners on the Health and Wellbeing Board and local communities will need to be working together to explore new ways of delivering services and meeting needs. We hope that this strategy will help to meet these challenges through a shared vision for health and wellbeing in Rotherham.

The Health and Wellbeing Strategy provides a high level framework which will direct the Health and Wellbeing Board's activity over the next seven years; it will support the board's role to provide leadership for health and wellbeing by making the most of our collective resources within Rotherham. It doesn't, however, reflect everything we will consider as a board or that the partners will deliver, but focuses on what we can do better together and provides strategic direction for each organisation as they deliver services.

The Health and Wellbeing Board is about working together and we believe it is clear that the board is now a real and strong partnership. The strategy contains some ambitious aims, but by working creatively and in partnership, we feel that they are achievable and that we can make long-lasting changes that will improve the health and wellbeing of all Rotherham people.

CLlr David Roche

Cabinet Member for Adult Social Care and Health
Chair of Rotherham Health and Wellbeing Board

Dr Richard Cullen

Chair of Rotherham Clinical Commissioning Group
Vice-chair of Rotherham Health and Wellbeing Board

1. Introduction and context

This is the third Health and Wellbeing Strategy for Rotherham, which has been produced in collaboration with Health and Wellbeing Board partners. This fulfils the duty set out in the Health and Social Care Act (2012) to set the overarching framework for health and care commissioning plans for Rotherham.

The high-level strategy involves the implementation of a number of workstreams, organisational strategies and action plans. The role of the Health and Wellbeing Board is to support and encourage effective partnership working, share good practice, understand and build on local assets, as well as taking action where needed to remove blockages, identify gaps and to hold organisations, workstream and strategy leads to account for delivery. All of this is about ensuring the board maximises opportunities for improving health and wellbeing in everything it does, across all agendas, policies and strategies.

For the strategy to be effective, it is important that it has a clear focus, and includes only the most important things that the partners on the board can do together. It does not include everything that all partners do, but considers strategically where the most difference can be made by the board working in partnership.

1.1 The Rotherham Together Partnership

The Rotherham Together Partnership plan - 'The Rotherham Plan 2025'- provides a framework for partners' collective efforts to create a borough that is better for everyone who wants to live, work, invest or visit.

The Health and Wellbeing Board and strategy contribute to achieving the vision of the Rotherham Plan, particularly in relation to integrating health and social care and improving health and wellbeing outcomes for local people.

The wider partnership also provides an opportunity to explore where better outcomes could be achieved in relation to the wider determinants of health, for example: the environment people live in, education, employment, financial inclusion and transport; all of which contribute to the aims and priorities within this strategy.

1.2 Accountable Care Partnership and Integrated Health and Social Care Place Plan

The Rotherham Integrated Care Partnership (ICP) is the local delivery arm of the wider South Yorkshire and Bassetlaw Integrated Care System (ICS), previously known as the Sustainability and Transformation Plan. The local ICP is about health and care partner organisations in Rotherham sharing responsibility for the planning and delivery of improved and sustainable health and social care for local people. The ICP have published the Rotherham Integrated Care Partnership: Health and Social Care Place Plan (Place Plan), which will deliver a set of 'place' priorities under five workstreams, which are aligned to the Health and Wellbeing Strategy aims:

- Transforming services for children and young people
- Transforming mental health services
- Transforming learning disability services
- Transforming urgent care services
- Transforming community care services

The Health and Wellbeing Strategy sets the strategic vision for improving health and wellbeing for all Rotherham people, the Rotherham Place Plan is the delivery mechanism for the health and social care integration elements of the strategy.

Rotherham's health and social care community, including the council, clinical commissioning group and providers of health and care services, has been working in a collaborative way for several years to transform the way it cares for its population, and is passionate about providing the best possible services and outcomes. It is recognised that only through working together in a strong partnership, and with local communities, can sustainable services be provided over the long term.

Prevention, early intervention and the integration of health and social care services are the focus of the Place Plan; to transform the way services are delivered.

National and local commissioning has supported increased community care over recent years to improve patient outcomes, improve flow through the system and reduce inefficiencies. Health and social care transformation programmes include developing alternatives to entering services or hospital admission and facilitating discharge. The Place Plan provides an opportunity to build on this to take a more holistic and integrated approach across physical and mental health, social care and the voluntary and community sector in order to develop and embed an integrated model of care which supports individuals and their carers and focuses much more on prevention.

Narrowing inequalities and targeting resources towards areas of greatest need is a principle of the Health and Wellbeing Strategy. The Place Plan will contribute towards achieving this by applying an approach referred to as 'proportionate universalism': services must be universal, but with a scale and intensity that is proportionate to the level of need.

Appendix A demonstrates how the Place Plan aligns to and contributes to achieving the overarching aims of the Health and Wellbeing Strategy

2. What is meant by 'health and wellbeing'

Health is about feeling physically and mentally fit and well. Wellbeing considers whether people feel good about themselves and are able to get the most from life.

Health is not just about individuals, however, but also about populations. Population health considers how to respond to potential threats to health, such as the impact of where and how people live their lives, and identifies how best to provide health services that are capable of meeting people's different needs.

Local people can be supported to take responsibility for their health and wellbeing by having a good understanding of their own and their family's health and the behaviour changes they can make to improve their health now or to prevent ill health developing in the future. Most health behaviours are determined during pregnancy, infancy, childhood and adolescence and by improving the health of children and young people, health and wellbeing of the wider population can be influenced.

The aims in this strategy, whilst setting the vision for how health and care services will be delivered to those who need it, will also have a strong focus on the role of the individual and the wider community in improving health and wellbeing. Evidence shows that people who are connected to others, not feeling socially isolated or lonely, who are learning, staying active and contributing to their community, are much happier and healthier¹.

2.1 A life course approach

A life course approach to health is based on the understanding that multiple factors, which include biological, social, psychological, geographic, and economic, shape health over the life course. This approach aims to increase the effectiveness of interventions throughout a person's life, focusing on a healthy start to life then targeting the needs of people at critical periods throughout their lifetime such as adolescence, moving into work, pregnancy, retirement, bereavement and end of life.

The health and wellbeing of individuals and populations across the whole life course is affected by a range of factors both within and outside the individual control. The wider determinants model below describes the layers of influence on an individual's potential for health; those that are fixed such as age, sex and genetics and those which are not such as personal lifestyle, the physical and social environment and wider socioeconomic, cultural, environmental and global conditions.

¹ (Government , 2008)

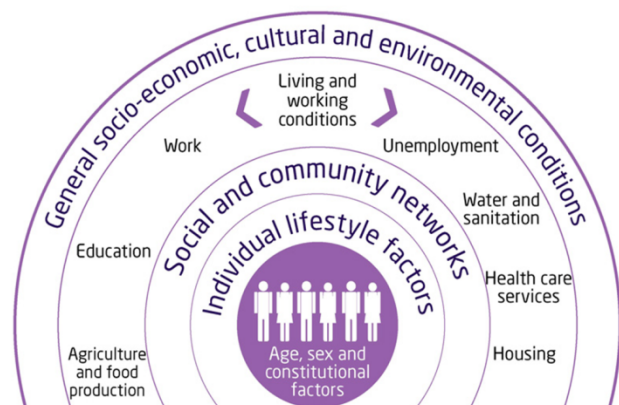


Figure 1 Dahlgren and Whitehead Wider Determinants Model².

This model also demonstrates the complex influences on health and identifies that no one individual or organisation can improve the health of the Rotherham population on their own: improving health and wellbeing is a shared responsibility between all organisations and the people of Rotherham. People need to take some responsibility for their own health and wellbeing, whilst local partners and organisations contribute by developing services and environments that support and enable them to do this.

2.2 What causes poor health and wellbeing?

People's experience of health and wellbeing is influenced by more than health and care services, and there are stark differences in the life expectancy of people living in the best and worst off parts of the borough. People living in Wickersley, for example, can expect to live on average 8 years longer than those living in the town centre.

The single biggest cause of ill health and health inequalities are socio-economic factors such as education, employment and income, as well as family and social support networks available to people and the physical environment in which people live – including the quality of our built environment, housing, transport and access to green spaces.

The following diagram demonstrates the things that can impact people's ability to live a healthy life and the strength of association between these health factors and health outcomes. It suggests that the greatest improvements in population health will require addressing the social and economic determinants of health.

² (Kings Fund , 2018)

Diagram available here - <http://www.countyhealthrankings.org/explore-health-rankings/what-and-why-we-rank>
[to include this diagram in designed version to be produced once the strategy content is signed-off]

3. Strategic aims

The strategy includes four aims which the Health and Wellbeing Board have agreed are the most important things to focus on to improve health and wellbeing outcomes for all Rotherham people, but can best be tackled by a 'whole system' approach where the involvement of the whole range of partners at the Health and Wellbeing Board is needed to achieve improvement.

Aim 1: All children get the best start in life and go on to achieve their potential.

Aim 2: All Rotherham people enjoy the best possible mental health and wellbeing and have a good quality of life.

Aim 3: All Rotherham people live well for longer.

Aim 4: All Rotherham people live in healthy, safe and resilient communities.

Each aim includes a small set of high-level priorities, which demonstrate the particular areas of interest that will contribute to achieving the aim. These are described in section 5.

3.1 Strategy principles

Underpinning these aims is a set of principles that all Health and Wellbeing Board partners have committed to embedding in everything that they do, both individually as organisations, and jointly as a partnership:

- **Reduce health inequalities** by ensuring that the health of our most vulnerable communities, including those living in poverty and deprivation and those with mental health problems, learning or physical disabilities, is improving the fastest
- **Prevent physical and mental ill-health as a primary aim**, but where there is already an issue, services intervene early to maximise impact
- **Promote resilience and independence** for all individuals and communities
- **Integrate commissioning of services** to maximise resources and outcomes
- **Ensure pathways are robust**, particularly at transition points, so that no one is left behind
- **Provide accessible services** to the right people, in the right place, at the right time.

3.2 How the strategy has been developed

In developing the Health and Wellbeing Strategy the aim was to identify priorities based on strong evidence, an understanding of what would work locally, stakeholder feedback and specific areas where the Health and Wellbeing Board could have the biggest impact.

Rotherham's Joint Strategic Needs Assessment (JSNA) provides a comprehensive and rigorous analysis of the issues that need to be considered when planning for the protection and improvement of the health and wellbeing of the people of Rotherham. The JSNA identifies the current and future health and wellbeing needs of the population, including differences in life expectancy within and between communities and the impact of ill health on the quality of life experienced by local people. It also recognises the importance of mental health and wellbeing, which is important for the resilience of individuals and communities, enabling people to take control of their health and health behaviours.

4. Joint Strategic Needs Assessment – what the data tells us

Table 1: Rotherham – at a glance *[to be presented as an infographic in the designed version to be produced once the strategy content is signed-off]*

- The health of people in Rotherham is generally poorer than the England average
- Life expectancy for men and women is lower than the England average and is nearly 10 years lower for men and 7 and a half years lower for women in the most deprived areas of Rotherham compared to the most affluent areas (2013-2015)
- Rotherham's population is changing:
 - o the number of older people is increasing, especially in the oldest age groups, and people will live longer with poorer health
 - o our Black and Minority Ethnic communities are growing and changing, most evident amongst children and young people and a growing Roma community
- Deprivation in Rotherham is amongst the highest 20% in England, with 14,000 children (24%) living in poverty
- 11,200 people in Rotherham are economically inactive (neither working nor seeking work) due to long-term sickness (July 2016 – June 2017)
- 9.4% of working age people in Rotherham are claiming long term sickness or disability-related benefits
- People in Rotherham are 24% more likely to have a long term health problem or disability than the English average
- 8,214 people in Rotherham are entitled to Carers Allowance with 5,627 receiving the payment due to their role as a carer
- Household incomes in Rotherham are lower than the Yorkshire and Humber and UK average and women earn only 86% of the average for women in England (2017 provisional)
- 11,670 homes (10.6%) are in fuel poverty with localised rates up to 32%
- Rotherham's breastfeeding initiation rate is amongst the lowest in the region at 62.5%, contributing to levels of childhood obesity and paediatric hospital admissions
- 17.1% of mothers were smokers during pregnancy in 2016/17. Smoking in pregnancy contributes to increased risk of stillbirth, low birthweight and neonatal deaths.
- 22.2% of children leaving primary school are obese, above the national average (2016/17)

- 5.3% of 16-18 year olds in Rotherham are not in employment, education or training, higher than the 4.2% nationally (2015)
- 1,059 people aged 15-64 in Rotherham were newly diagnosed with a sexually transmitted infection (excluding chlamydia in under 25s) in 2016, the rate being below the national average.
- 71.4% of adults in Rotherham were overweight or obese in 2015/16, worse than the 61.3% average for England
- 1,847 hospital admissions in Rotherham during 2015/16 could be attributed to alcohol and 2,038 years of life were lost due to alcohol related conditions in 2016.
- 30% of the Rotherham population are estimated to drink at a level that puts their health at risk (over 14 units per week)
- An estimated 18.3% of adults in Rotherham smoke, above the national average of 15.5%
- There are nearly 500 smoking related deaths each year in Rotherham – 22% higher than the England average
- On average, mental health problems affect one in four people at some point each year, most commonly depression or anxiety but can be more complex disorders
- Half of people aged 75 years and over live alone and most experience loneliness, especially those who are widowed
- Welfare reform has been adversely affecting people claiming benefits and tax credits in Rotherham since 2010, with an annual loss estimated at £66 million in 2015/16, rising to £94 million in 2017/18. Those most affected have been families with children, disabled people and the long term sick.

Table 2: There have been some notable improvements in health and wellbeing in Rotherham over recent years. Good progress doesn't mean, however, that we don't have more to achieve.

- School readiness (children achieving a good level of development at the end of reception year) and GCSE achievement are slightly better than national averages.
- Sickness absence of all Rotherham working adults has been reducing and is now close to the England average.
- The rate of under-18 conceptions in the borough has more than halved in the last 10 years but is still above the England average.
- The percentage of alcohol users who successfully complete treatment has increased and is now higher than England average.
- More people are having routine vaccinations and cancer screening in Rotherham than the national average. Incidence of tuberculosis is less than half the England average.
- Hospital admissions for injuries in children and young people have reduced and are now below England average.
- The rate of emergency hospital admissions due to injuries from falls in the elderly has decreased by a third in the past 5 years and is among the lowest in England.
- Mortality rates have reduced, in particular infant mortality and premature deaths from cancer.

5. Strategic priorities: the areas the Health and Wellbeing Board will focus on to achieve the aims

Under each of the four aims is a small set of **strategic priorities**. These are the 'high-level' things that the board has agreed will contribute best to achieving the overall aims. They are **not** intended to include everything that the Health and Wellbeing Board partners will deliver, but what they can deliver **better together**.

Five questions have been used in selecting these priorities:

1. Can **more be done** to tackle this issue?
2. Is it an issue that is **amenable to intervention**?
3. Is the delivery of this issue **important to all partners** on the Health and Wellbeing Board?
4. Is it of **strategic importance**?
5. Would this issue lead to **considerable impact** across the borough, or to one of our vulnerable target groups?

Each of the priorities under the four aims cannot be delivered in isolation. The board acknowledges that to really make a difference to the health and wellbeing of local people, it must ensure that those coordinating and delivering the activities, workstreams, strategies and plans mentioned in this document are aware of and understand the contribution they will make to all four aims.

Aim 1: All children get the best start in life and go on to achieve their potential

There are 56,600 children and young people (up to the age of 18) in Rotherham, making 21.6% of population.

All aspects of our development – physical, emotional and intellectual – are established in early childhood. Development in the early years (including in the womb) can have a lifelong impact on health and wellbeing, educational achievement and economic status. A strong focus on health and wellbeing in those early years will ensure all Rotherham children can fulfil their potential in later life.

Rotherham has committed to being a child friendly borough which means...

‘Rotherham will be a great place to grow up in; where children, young people and their families have fun and enjoy living, learning and working’

This commitment is about helping all our children and young people to have a voice and be able to influence everything we do, to have high aspirations and self-esteem and feel able to actively participate in their communities, and to grow into healthy and resilient adults. This strategy will contribute towards achieving that vision for children and young people.

What the focus will be

Strategic Priority 1. Ensuring every child gets the best start in life (pre-conception to age 3)

On average, there are around 3,100 births in Rotherham each year and around 16,000 children aged 0-4 years. Too many of these children are not currently getting the best start in life due to differing life chances.

The first 1001 days (from conception to age 2) is widely recognised as a crucial period; evidence shows that this will have impact and influence on the rest of the life course. A healthy pregnancy is important to the health of the baby and the transition to parenthood; providing a nurturing environment, positive attachment and relationships which are vital to build good health, emotional self-regulation and resilience through childhood and into adult life³.

The percentage of children living in poverty in Rotherham is higher than regional and England averages, with 12,340 children and young people aged 0-16 living in families whose income is less than 60% of median income (2014). Child poverty influences educational achievement (by the age of three, poorer children are estimated to be nine months behind children from more wealthy backgrounds – and this gap continues throughout the educational stages) and health, with children in poverty almost twice as likely to live in poor housing and be affected by fuel poverty.

More than 500 babies are born every year in Rotherham to mothers who smoke or drink alcohol during pregnancy. These children are at significant risk of preventable health conditions and developmental delay.

³ (Parent Infant Partnership UK, 2016)

Breastfed babies have fewer chest or ear infections, fewer gastrointestinal problems, are less likely to become obese and therefore of developing obesity-related problems in later life, and are less likely to develop eczema. It is therefore a concern that fewer babies in Rotherham are being breastfed and for a shorter time than the England average.

Rotherham has higher than regional and national average levels of tooth decay in both 3 and 5 year olds, with 3 year olds having the poorest oral health in South Yorkshire. The most common dental diseases (tooth decay and gum disease) can cause pain and infection and lead to tooth loss, disruption to family life and absence from education.

Strategic Priority 2. Improving health and wellbeing outcomes for children and young people through integrated commissioning and service delivery

Whilst tackling inequalities in health needs focused action from the start of life and in the early years, the commitment needs to be maintained throughout childhood and adolescence. Good education and healthcare, and opportunities for good work and training are needed in order to support young people to thrive. In common with all the priorities, whilst care and support should be available for all children and young people within the borough, the focus must be on those children and young people who are most vulnerable: those who are looked after or on the edge of care, those with mental health problems, physical and learning disabilities and those from the most deprived communities.

During adolescence young people become more independent. But with this increasing autonomy they may experiment with risk-taking behaviours. They may try alcohol, tobacco and other substances, and may become sexually active.

Childhood is also an important time in the development of behaviours that will have a lifelong influence on health and wellbeing, including healthy eating. In Rotherham obesity levels double between reception (aged 4-5 years – 11.5% obese, higher than the England average) and Year 6 (aged 10-11 years – 22.2% obese, again higher than the England average). There will be many contributing factors to this increase: lifestyle and diet choices of the children, their parents, their school, and the local environment.

The most effective interventions will ensure that there is consistent practice across the whole children's workforce and that pathways for support are integrated and efficient. To understand and respond to need effectively requires a holistic understanding of need and a shared view of outcomes.

Strategic Priority 3. Reducing the number of children who experience neglect or abuse

Child neglect is the most prevalent form of child maltreatment in the UK, with an estimated one in 10 young adults having been severely neglected by parents or guardians during childhood⁴. The human and economic costs are vast, far-reaching and long-lasting. Neglect is often responded to too late, focusing limited resources on 'late intervention', which responds to a child and family's needs once harm has been done. Stopping child neglect in its tracks would not only protect this generation of children but also, in turn, help them to become the best possible parents for the generation to come.

⁴ (Lorraine Radford, 2011)

The evidence tells us that preventative services will do more to reduce abuse and neglect than reactive services. Coordination of services is important to maximise efficiency and there need to be good mechanisms for identifying those children and young people who are suffering or likely to suffer harm from abuse and neglect and who need referral to children's social care. It is also important that professionals work together effectively to ensure that families experience smooth transition between services and that all services supporting the family remain focused on the needs of the child.

Strategic Priority 4. Ensuring all young people are ready for the world of work

Adolescence and early adulthood is a key period for developing individual resilience: developing a sense of purpose and self-esteem, becoming emotionally aware, taking responsibility for your own physical and emotional needs and being connected to others. Resilience enables children and young people to cope with the challenges they face and to contribute positively within their community.

Educational development and attainment are generally good in Rotherham: more children achieve a good level of development at the end of reception year and more young people achieve 5 or more GCSEs at grades A*-C (including English and maths) than the England average. However, by age 16-18 our young people are beginning to struggle, with a higher number not in education, employment or training (NEET) than the England average.

Those young people who become NEET or are at risk of becoming NEET are more likely to experience low self-esteem and poor mental health and are more likely to become teenage parents. They are more likely to live in poverty and to have low paid work or claim benefits. This group are also more likely to suffer from poor physical health with an increased likelihood of alcohol and substance misuse.

Activities that will deliver the priorities...

The Health and Wellbeing Board will:

Ensure the priorities of the 'children and young people's transformation' workstream of the Integrated Health and Social Care Place Plan that contribute towards this aim are delivered effectively. These include:

- Working together to implement the Child and Adolescent Mental Health Service (CAMHS) Transformation Plan, including formal joint commissioning arrangement
- Working together to deliver the 0-19 healthy child pathway services
- Taking action to improve perinatal mental health
- Ensuring that children and young people are included in the Shared Rotherham Healthcare Record
- Working together to ensure a best start in life, including reducing smoking at time of delivery, breastfeeding and a stronger focus on pre-natal mental health

Work across the partnership to look at ways to improve and enhance the use of evidence-based programmes to reduce health and wellbeing inequalities, including: parenting programmes, sleep programmes, weaning, oral health programmes and smoking cessation projects.

Work with the local children and young people's partnership to consider the best approaches to raise aspirations, narrow the attainment gap and reduce the number of young people becoming NEET.

Ensure the effective implementation of the 'Signs of Safety' model in Rotherham:

- Ensuring that the workforce is trained to spot the signs of neglect and respond appropriately (Rotherham uses the Graded Care Profile)
- Ensuring that the Signs of Safety operating model is understood across the workforce and is used to work with families to identify and respond to risk

Work as a partnership to ensure that pathways into preventative and statutory services are well defined and understood across the borough and that robust arrangements are in place to step up and step down families in response to their needs.

Aim 2: All Rotherham people enjoy the best possible mental health and wellbeing and have a good quality of life

Mental health is something everybody has. Mental health, as defined by the World Health Organisation, is:

‘... a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to her or his community.’

Good mental health therefore is fundamental to how an individual, community and society functions. Improved mental wellbeing and reduced mental disorder are associated with: better physical health, longer life expectancy, reduced inequalities, healthier lifestyles, improved social functioning and a better quality of life. Improving people’s mental wellbeing is also associated with positive outcomes in relation to education and employment, as well as reduced crime and antisocial behaviour⁵.

However, one in four adults experiences at least one diagnosable mental health problem in any given year. Mental health problems represent the largest single cause of disability in the UK. The cost to the economy is estimated at £105 billion a year, roughly the cost of the entire NHS. Mental health problems can affect anybody at any age. It is estimated that one in four of us will suffer from mental health problems at some point in our lives. Half of those with lifetime mental illness (excluding dementia) first experience symptoms by the age of 14, and three-quarters by their mid-20s⁶. It is vital that positive mental and emotional wellbeing is a priority at every age. Therefore the priorities identified within this aim apply across the life course.

What the focus will be

Strategic Priority 1. Improving mental health and wellbeing of all Rotherham people

In 2015/16 Rotherham residents reported high levels of low satisfaction with life, low happiness and high anxiety. These rates were higher than the average for England and for the Yorkshire and Humber region as a whole⁷. People with higher wellbeing have lower rates of illness, recover more quickly and for longer, and generally have better physical and mental health.

Suicide prevention is a focus within this aim because deaths by suicides are not inevitable. Every death by suicide is a tragedy having a devastating impact on family, friends, work colleagues and the wider community. When a person dies by suicide it is often the end point of a complex history of risk factors and distressing events. The majority of people who die by suicide are not in contact with mental health services. It is important, therefore, that other organisations and local communities can provide environments where suicide can be talked about and trained people can spot the signs and offer initial support and signposting.

⁵ (Department of Health, 2011)

⁶ (independent Mental Health Taskforce to the NHS in England, 2016)

⁷ (Office for National Statistics, 2012)

Rotherham's suicide rate increased sharply between the periods 2012-2014 and 2013-2015, from 10.9 to 14.2. The latest rate for 2014-2016 has seen a slight decrease in this figure to 13.9, but this is still significantly worse than the England rate of 9.9.

Strategic Priority 2. Reducing the occurrence of common mental health problems

Depression prevalence is the most common form of a mental health condition, affecting over 25,900 Rotherham residents aged 18 and over in 2016/17. Major depressive disorder is increasingly seen as chronic and relapsing, resulting in high levels of personal disability, lost quality of life for patients, their family and carers, multiple morbidity, suicide, higher levels of service use and many associated economic costs⁸.

The prevalence of mental health disorders amongst children and young people varies significantly according to a range of socio-economic and demographic factors. Based on the socio-demographic profile of Rotherham (summarised in 5 ACORN Categories⁹), the prevalence of mental health disorders in Rotherham is estimated to be 14% above the UK average. This is a result of the higher levels of deprivation in Rotherham which is reflected in the higher proportion of children in the ACORN Category "hard-pressed" families.

Strategic Priority 3. Improving support for enduring mental health needs (including dementia)

Less common mental health problems (enduring mental health problems) include those with 'psychotic' symptoms. These symptoms can interfere with a person's perception of reality and may include hallucinations such as seeing, hearing, smelling or feeling things that no one else can. Anxiety and depression can be also be severe and long-lasting and have a big impact on a person's ability to participate in day to day life¹⁰.

The mortality rate among people with a severe mental illness aged 18-74 is four times higher than that of the general population. For Rotherham there were 144 premature deaths in adults aged 18-74 with a severe mental illness in 2014/15.

People with mental health conditions consume 42% of all tobacco in England. It is estimated that tobacco sales in Rotherham were £75.7 million pounds in 2013. 42% equates to nearly £31.8 million pounds spent by people with mental health conditions.

A consequence of our ageing population is the increasing number of people living with dementia. By the age of 90, around 30% of people will be living with dementia. On average, people live for around seven years after the onset of symptoms and two years after diagnosis. Most people with dementia live at home, supported by family, neighbours, mainstream health services and the community. The impact of dementia on carers' physical and mental health must also be taken into account. The percentage of people registered at Rotherham practices with dementia for 2016/17 was 0.9% (England average 0.76%). This equates to 2,401 people (all ages).

⁸ (Public Health England , 2017)

⁹ (CACI, 2013)

¹⁰ (Mental Health Foundation , 2018)

Strategic Priority 4. Improve the health and wellbeing of people with learning disabilities and autism

The needs of people with learning disabilities and autism cut across all the strategic aims of this strategy. To prevent dilution of the focus on these communities, delivery will be placed under the mental health and learning disability transformation workstreams of the Place Plan, and therefore aligns best to the mental health aim in this strategy.

Why people with learning disabilities are a key focus:

All children, young people and adults with a learning disability have the right to the same opportunities as anyone else to live satisfying and valued lives, and to be treated with the same dignity and respect. They should have a home within their community, be able to develop and maintain relationships, and get the support they need to live a healthy, safe and fulfilling life.

Rotherham's learning disability population (18-64) is estimated to be 3,754 people¹¹, and it is estimated that this number will reduce by 3% by 2035. This reduction needs to be compared with other demographic changes and will have significant implications for planning, service development and market shaping.

- The numbers of people with **severe** learning disabilities will remain static until 2035
- Rotherham's **older** (65 plus) learning disability population **will increase by 36% by 2035**¹².

This is a good news story: people with learning disabilities in Rotherham are living longer. The challenge is that people with learning disabilities are more likely to experience chronic health conditions (e.g. obesity, diabetes) much earlier than the general population. Work will need to be undertaken to prepare services, the third sector and health promotion projects to support people with learning disabilities.

Why people with autism are a key focus:

All children, young people and adults with autism in Rotherham should be able to live fulfilling and rewarding lives within a community that accepts and understands them. People with autism need a diagnosis and should be able to access support if they need it, and depend on mainstream public and third sector services to treat them fairly as individuals to get the right information and help them make the most of their talents.

It is estimated that Rotherham has around 789 children and young people and 2,328 adults (16+) who have autism. The number of over 18s in Rotherham with autism is predicted to increase by 3% by 2025 (and 7% by 2035). For over 65 year olds the predicted increase is over 15% by 2025 (and nearly 40% by 2035)¹³.

¹¹ (Institute of Public Care)

¹² (Institute of Public Care)

¹³ (Institute of Public Care)

Many people with autism also have common mental disorders, including depression and anxiety. People with autism are seven times more likely to die by suicide than the general population. Those with high-functioning autism are at greater risk than the general population and women are more at risk than men (in contrast to suicide rates more generally, where men are three times more likely than women to die by suicide)¹⁴.

Activities that will deliver the priorities...

The Health and Wellbeing Board will:

Ensure the priorities agreed in the 'mental health and learning disability transformation' workstream of the Integrated Health and Social Care Place Plan that contribute towards this aim are delivered effectively.

Continue to oversee and monitor the delivery of the actions within the Better Mental Health for All Action Plan, including:

- Encouraging individuals, communities and organisations in Rotherham to use the Five Ways to Wellbeing to improve and maintain good mental health: Be Active, Connect, Give, Keep Learning and Take Notice
- Helping local employers to see the value of promoting good mental health within the workplace and then make changes to create mentally healthy working environments
- Develop environments that support good mental health and look for opportunities to work with partners in Rotherham to tackle mental health stigma.

Continue to oversee and monitor the delivery of the Suicide Prevention Action Plan priorities, including:

- Reduce suicides amongst high risk groups
- Provide better information and support to those bereaved by suicide
- Increase the knowledge and skills of staff and communities to spot the signs of suicide and signpost to professional help.

Support the Council and partners, including the Clinical Commissioning Group and the Alzheimer's Society, to populate the 'Prime Minister's Challenge 2020' Association of Directors of Adult Social Services (ADASS) Commitments Progress Tracker¹⁵, which evidences the work taking place in relation to dementia.

¹⁴ (Hirvikoski, 2016)

¹⁵ (Department of Health , 2015)

Aim 3: All Rotherham people live well for longer

Life expectancy and healthy life expectancy in Rotherham are lower than average for both men and women. Within Rotherham, life expectancy is 10 years lower for men and 7 and a half years lower for women in the most deprived areas of the borough compared to the most affluent areas.

2014-2016	Life expectancy at birth	Healthy life expectancy at birth
Rotherham men	77.9 years	59.8 years
England average	79.5 years	63.3 years
Rotherham women	81.6 years	55.7 years
England average	83.1 years	63.9 years

[this table will be displayed as a graph in the designed version to be produced once the strategy content is signed-off, to demonstrate the gap in a visual manner]

This inequality in health leads to around 6,560 years of life being lost each year in Rotherham (2012-2014 average) through causes considered amenable to healthcare. This is almost 1,400 years more than might be expected based on the England average.

This aim is about all Rotherham adults, with a particular focus on ageing well: acknowledging that ‘healthy ageing’ starts early in life and that we want to ensure all local people live their life as well as they can for as long as possible.

Some people may not have ‘good’ health due to long-term health conditions or disabilities, but they should still be able to live well by getting the right support they need and keeping mentally, physically and socially active. Ensuring the right care is provided when people need it is important, but this aim is not simply about health care, but about ensuring that what matters most to people is considered, not just looking at what is the matter with them.

What the focus will be

Strategic Priority 1. Preventing and reducing early deaths from the key health issues for Rotherham people, such as cardiovascular disease, cancer and respiratory disease

The main drivers of the excess years of life lost in Rotherham are cardiovascular disease, respiratory disease and cancer. Tackling premature mortality will require a coordinated approach from all members of the Health and Wellbeing Board.

Our concern should not, however, be just about extending life, it should also cover the factors that contribute to healthy life expectancy. The difference in healthy life expectancy means that people in Rotherham develop poor health nearly 6 years earlier than the average for England. This disability burden has significant implications for public services locally, on the need for health and social care and for employment opportunities. This is because, on average, people in Rotherham will develop long term conditions around 9 years before the current state pension age of 67. This means more working age people living with long term conditions such as heart disease, diabetes, dementia, chronic mental health disability and cancer.

The priorities in aim 1 for early years, childhood and adolescence will all contribute to increasing life expectancy and healthy life expectancy, but we also need to focus on those who are already in adulthood, or who may have already developed long-term conditions.

The risk of early death and disability from the three main contributors to the years of life lost in Rotherham can be effectively reduced by reducing levels of overweight and obesity, not smoking, limiting alcohol consumption and increasing levels of physical activity. Increasing physical activity alone can vastly improve health and reduce risk of major illnesses, such as heart disease, stroke, type 2 diabetes and cancer by up to 50%¹⁶.

It must be recognised, however, that individual behaviour change is difficult and needs support. A multifactorial approach that addresses all risk factors yields most benefit. This is because tackling multiple risk factors in individuals has a cumulative effect in reducing the chance of death.

[the following will be displayed as an infographic in the designed version to be produced once the strategy content is signed-off]

The following demonstrates the potential of what could be achieved if we focus on prevention¹⁷:

95% of liver disease is attributable to 3 preventable causes – alcohol, obesity and viral hepatitis

90% of 1st heart attacks related to 1 of 9 modifiable factors

80% of diabetes spend is treating avoidable illness and complications

Two thirds of premature deaths could be avoided through improved prevention, early detection and better treatment

42% of cancers in the UK are preventable

17% of deaths in adults over 35 are attributable to smoking

Strategic Priority 2. Promoting independence and self-management and increasing independence of care for all people

The health of the Rotherham population is generally poorer than the English average, with significant numbers of people with a long-term health condition or disability¹⁸. Rotherham has a growing population and will see a significant increase in the 85-plus population. This leads to growing pressures on our health services, social care, informal care, supported housing and other services. The average time spent in ill-health has also been increasing as people are living longer in poor health, resulting in a growing number of people with high levels of need.

In Rotherham, health and care should be managed long before someone needs to have hospital treatment or experiences problems in their life. This needs to be done in a way that is right for them, whether this is through providing information and advice, or through more active management. Having a 'life course' approach, starting by giving every child the best start in life and continuing throughout their life journey, will ensure this happens effectively.

¹⁶ (Department of Health , 2015)

¹⁷ (Alisha Davies, 2016)

¹⁸ (Data, 2011)

Targeting individuals that can gain the most benefit, including people from specific populations, disabilities or at a vulnerable time in their life, will allow us to support positive, sustained lifestyle changes, which will significantly improve their health and wellbeing whilst increasing capacity across the health and social care system.

All health and wellbeing partners, including commissioners and providers, need to work with our communities to have a different conversation, understanding what matters to them and what their strengths and weaknesses are; helping to understand their needs outside of traditional service models. Focusing on assets and strength-based approaches; what people and places have to offer and the strengths of individuals, families and organisations, values the capacity, skills, knowledge, connection and potential in a community. Helping local people feel like active agents in their own and their families' lives, which in turn promotes independence and empowerment.

Independence of care is also about ensuring people are cared for and supported at the end of their life. All Rotherham people should live as well as possible until they die, they should be able to die with dignity, with all family members and carers supported and cared for where needed.

Strategic Priority 3. Improving health and wellbeing outcomes for adults and older people through integrated commissioning and service delivery; ensuring the right support at the right time

Within Rotherham, public services need to commission for excellence, focusing on better outcomes for individuals and bringing the concepts of people and place together to take a whole system view, based on the Marmot principles for reducing health inequalities¹⁹. Integrating commissioning and provision of health and care services, pooling resources and using collective experience and knowledge, should result in efficiencies for all partners, whilst also focusing on what the most important things are for local people, helping them to live healthier lives for as long as possible.

When services are commissioned a life course approach will be taken, ensuring unintentional silos are not created, especially with regard to the transition from children and young people's services to adult care and taking account of key life events throughout later life. This priority also has an important link back to aim 1 for children and young people.

Too many people are admitted to hospital unnecessarily and are kept in hospital for too long as the services to support them on discharge are taking too much time to put in place. To ensure that people who have a long-term condition or disability and those with mental health problems receive the right care in the right place at the right time, access to health services in the community needs to be increased, and the proportion of care that occurs in hospital reduced. Work to support the most vulnerable to remain independent for as long as possible is required across health and social care, as is high quality support for their friends and family who provide unpaid care.

People approaching the end of their life are entitled to high quality care, wherever that care is delivered. Good end of life care should be planned with the individual and the people close to them to ensure it is tailored to their needs and wishes and includes management of symptoms, as well as provision of psychological, social, spiritual and practical support. More people in Rotherham should be able to exercise choice over their end of life care and the place of their death.

¹⁹ (The Marmot Review , 2010)

Strategic Priority 4. Ensuring every carer in Rotherham is supported to maintain their health, wellbeing and personal outcomes, so they are able to continue their vital role and live a fulfilling life

It is recognised that informal carers are the backbone of the health and social care economy, and that enabling them to continue this role is vital. It is important that all carers, including young and hidden carers, are identified and supported.

In Rotherham there are around 31,000 unpaid carers. Caring can have an impact on the physical health and mental wellbeing of carers; they can often feel physically and emotionally exhausted, stressed or depressed, which can affect relationships and often leads to isolation and financial difficulties.

Carers need to be able to balance their caring roles with other parts of their lives – such as jobs and educational opportunities. They need time to keep up relationships and pursue their own hobbies and interests. Young carers can find it difficult to manage other aspects of their life and are therefore more likely to not be in education, employment or training.

Activities that will deliver the priorities...

The Health and Wellbeing Board will:

Ensure the priorities agreed in the 'urgent and community care transformation' workstreams of the Integrated Health and Social Care Place Plan that contribute towards this aim are delivered effectively.

Work in partnership to continue to roll out Making Every Contact Count across Rotherham: an approach to behaviour change that utilises all of the day to day interactions that organisations and people have with other people, to encourage changes in behaviour that have a positive effect on the health and wellbeing of individuals, communities and populations.

Continue as partners of the Health and Wellbeing Board with the ambition to integrate commissioning of services as much as possible.

Continue to oversee and monitor the priorities in the Rotherham Carers' Strategy.

Use the partnership to influence and contribute towards developing a local strategic approach to 'healthy ageing' and Rotherham being a great place to grow older and live in later life.

Aim 4: All Rotherham people live in healthy, safe and resilient communities

Health is influenced by more than just the healthcare we receive. The physical environment in which people live, work and spend their leisure time, how active people are (both physically and how they contribute to their community) and how safe people feel also impacts on health outcomes. The quality of housing, the condition of streets and public places, noise, access to green space, opportunities to be physically active and levels of antisocial behaviour and crime all contribute to inequalities in health.

These wider determinants will all impact on the other three aims in this strategy. It is important, therefore, that all partners of the Health and Wellbeing Board contribute to and support work in these areas. One of the ways in which the board will do this through the strategy will be to influence all other policies and strategies, across all the partner organisations, considering what their impact is on people's health and wellbeing and what more could be done to promote it.

What the focus will be

Strategic Priority 1. Increasing opportunities for healthy, sustainable employment for all local people.

A healthy economy leads to a healthy community; it offers good jobs, incomes and opportunities which increase aspiration as well as health, wellbeing and resilience. Healthy, resilient people are better able to contribute to their local community, secure a better job and be more productive in the workplace, therefore supporting a healthy economy.

The link between good work and health is particularly important here: being in work is, in itself, good for physical and mental health, but for those people of working age who may have a long term condition, we need to ensure employers continue to support them to have a fulfilling working life. Economic growth within Rotherham will play its part in reducing health inequalities.

Strategic Priority 2. Ensuring everyone is able to live in safe and healthy environments.

Alongside the physical impacts caused by some crimes there is also an impact on people's wellbeing and, at times, their mental health. Crimes such as domestic abuse, sexual and violent offences can have a traumatic effect on victims, survivors and their families. With estimates suggesting 27,000 women and girls in Rotherham have suffered abuse in their lifetime and over one million reports to police of domestic abuse nationally, it is clear we must continue to do more. There is a need to promote a culture of healthy relationships, continuing to develop and invest in education and early intervention alongside developing effective partnerships to enhance community safety.

Poor housing costs the NHS at least £2.5 billion a year in treating people with illnesses directly linked to living in cold, damp and dangerous homes²⁰. Cold homes and poor housing can have a negative impact on physical and mental health and wellbeing and may ultimately result in excess winter deaths. Associated health inequalities can occur across the life course, from early years through to the frail elderly population.

An increasingly older population, living longer with long term conditions and disability, will require more homes with adaptations to enable them to continue with a good quality of life and to maximise their independence. Older people are also especially vulnerable to feelings of isolation as a result of the loss of friends and family, limited mobility or reduced income that comes with age.

Good housing is much more than providing a roof over people's heads which is safe and warm; it's about the wider communities' people live in and helping people to be active participants in them, which promotes positive health and wellbeing.

Ensuring everyone is able to live in a safe environment is not only about people in their own home or community, but when people need to move into a care home setting. Protecting people's rights to live in safety, free from abuse and neglect in care homes is an important part of the work of the local Safeguarding Adults Board, and the Health and Wellbeing Board will support that by working in partnership to deliver this Strategy.

Strategic Priority 3. Ensuring planning decisions consider the impact on people's health and wellbeing.

Planning decisions can have a significant impact on health and wellbeing. Ensuring buildings and public spaces are designed in a way that enables people to be more physically active, or using planning levers to limit the growth of fast food takeaways, for example, can contribute to the broader effort to reduce growing levels of overweight and obesity. Encouraging a vibrant high street with diverse local and independent food traders can increase choice and access to healthy, fresh food for all. Planting regimes can reduce noise pollution from major roads and improve air quality for local residents. Rotherham's 'Local Plan' has a clear objective to create safe and healthy communities and to engage health services in key planning decisions.

Rotherham's Local Plan provides a long-term development strategy, setting out policies and proposals for new housing, shopping and employment, and how people travel in the area. The Core Strategy, which is part of the Local Plan, includes the vision: 'Rotherham will provide a high quality of life and aspire to minimise inequalities through the creation of strong, cohesive and sustainable communities...and communities enjoy good access to green spaces and the wider open countryside'.

This is a key document setting out planning policies and guidelines, including: accessibility to community services and facilities, promoting green infrastructure, ensuring developments protect, promote or contribute to securing a healthy and safe environment and minimise health inequalities, and policies dealing with contamination, pollution and waste recycling which all impact on the local health of our communities. The Health and Wellbeing Board will therefore continue to influence this area of work, ensuring health continues to be an important and cross-cutting theme in the Local Plan and Core Strategy.

²⁰ (Simon Nicol, 2015)

Strategic Priority 4. Increasing opportunities for people of all ages to use green spaces for the benefit of their health and wellbeing.

Physical and mental illnesses associated with mostly sedentary lifestyles are an increasing economic and social cost. Accessing and using green spaces can have huge health and wellbeing benefits for people of all ages. The risk of mortality caused by cardiovascular disease is lower in residential areas that have higher levels of 'greenness' and there is evidence that exposure to nature could be used as part of the treatment for some conditions.

As well as direct health benefits, there can be additional financial savings from green spaces, including improving air and noise pollution, flood mitigation, and promoting social cohesion²¹.

Rotherham has a wealth of green space provided for the benefit of local people, including: urban parks and play areas, recreation grounds, and a number of larger country parks. Local people need to be encouraged to use and enjoy them for the benefit of their health and wellbeing. However, to do this there is a need to work in partnership across the whole borough with a range of organisations, voluntary and community groups and local people, to look after, promote and encourage use of all local green spaces.

Green spaces also provide opportunities for people to be more physically active; this priority therefore links directly to aim 3 and the activities that will be delivered in relation to increasing levels of physical activity for all.

Strategic Priority 5. Mitigating the impact of loneliness and isolation in people of all ages

Loneliness is a bigger problem than simply an emotional experience. Research shows that loneliness and social isolation are harmful to our health: lacking social connections is a comparable risk factor for early death as smoking 15 cigarettes a day, and is worse for us than well-known risk factors such as obesity and physical inactivity. Loneliness increases the likelihood of mortality by 26%²².

Loneliness and social isolation, in people of all ages, can result in increased use of emergency healthcare and earlier admission to residential care for older people. There is a need to ensure our communities are resilient, with the right services and support to enable people to confront and cope with life's challenges.

²¹ (Public Health England , 2014)

²² (Campaign to End Loneliness , 2018)

Activities that will deliver the priorities...

There are a number of initiatives, plans and strategies which will contribute to achieving this aim. The Health and Wellbeing Board will continue to use its influence to ensure the health and wellbeing of local people is a key focus of these, and where appropriate, have some oversight of delivery.

Rotherham has an ambition for every neighbourhood to be thriving and to improve outcomes for residents across the borough, which will involve a neighbourhood-level working approach focused on community development: supporting residents to do more for themselves, listening to each other and working together to make a difference, supporting people from different backgrounds to get on well together, and ultimately helping to make people healthier, happier, safer and proud. This is underpinned by the need to become more efficient and to find new and more cost effective ways to achieve the desired outcomes, and will require the contribution of all partners to achieve success.

The Health and Wellbeing Board will...

Ensure that the 'Neighbourhood Strategy' translates some of the priorities of the Health and Wellbeing Strategy into action at a neighbourhood level.

Oversee a number of other key agendas which will contribute to achieving this aim, including:

- The Workplace Wellbeing Charter
- Employment and health projects
- The 'Loneliness Task Group' which will develop a strategic approach to addressing loneliness and isolation in all ages, and ensure this translates into action across the whole of the partnership.

Continue to influence other plans and strategies, ensuring they consider their impact on the health and wellbeing of local people, including:

- Housing Strategy
- Local Plan and Core Strategy
- NHS planning – 'one public estate'
- Domestic Abuse Strategy
- Cultural Strategy, including leisure and green spaces
- Local Growth Plan.

Work as a partnership to develop opportunities to increase volunteering in Rotherham across the life-course.

Work together with other key stakeholders to develop a strategic approach to increasing the physical activity levels of all people across Rotherham; acknowledging that increasing physical activity will impact on all of the other aims in this strategy. This will also include ensuring the Rotherham Active Partnership is working effectively with a particular emphasis on increasing physical activity levels of those who are inactive.

6. How the strategy will be used

The Health and Wellbeing Strategy places particular emphasis on a shared vision and leadership for improving health and wellbeing services. The strategy will ensure resources are used collectively and partners are held to account to deliver the best outcomes for Rotherham people.

Health and Wellbeing Board members are responsible for a wide range of services that impact on health and wellbeing, but this strategy is not intended to be a final list of everything that the board and partners will do, but a set of the most important health and wellbeing priorities for Rotherham that need to be addressed in partnership. The strategy will therefore be used to ensure that organisations work together and not in isolation.

The Health and Wellbeing Strategy provides a framework for commissioning plans for the council and clinical commissioning group and specifically for the development of the Better Care Fund, the Integrated Health and Social Care Place Plan and for joint commissioning of services to ensure seamless, effective and efficient service delivery.

The board, through the strategy, will also influence the direction of other plans and strategies, including planning and development, transport and economic growth.

6.1 The board's role in safeguarding

The Health and Wellbeing Board acknowledges the contribution it makes to safeguarding all local people. A number of our health and wellbeing priorities will help deliver the priorities set out by the two safeguarding boards for adults and children.

There will be continued engagement with the local safeguarding boards as agreed through the local 'Safeguarding Partnership Protocol', ensuring a shared focus on positive outcomes for children, young people, adults and their families, with appropriate arrangements in place between strategic leaders, elected members and chairs of the boards (including HWbB, Children and Young People's Partnership Board, Safer Rotherham Partnership Board and safeguarding boards for adults and children) to ensure strategic priorities in relation to safeguarding are translated into effective action.

7. Managing and monitoring the strategy

The Health and Wellbeing Board will monitor progress on the strategy by focusing on the impact it will have on people's lives and will identify a number of indicators and data sources for each aim that will help to measure this. One of the main functions of the Health and Wellbeing Board is to have an oversight role and to hold the council and partners to account for delivering improved health and wellbeing outcomes for local people, and it will do this by using the strategy to influence commissioning of services and challenging when improvements are not made.

The strategy's aims are ambitious and will require a continued and dedicated focus on improving health and wellbeing outcomes across the partnership. Results will not be seen overnight, which is why this is a longer-term strategy - until 2025 –ensuring the work of the board remains focused on the activity required to deliver the aims.

To ensure this happens the board will publish an annual plan each year, demonstrating what has been achieved, what further activity will be undertaken during that year, and what success will look like. This will provide the board with a clear work programme and identify risks and opportunities that may impact on achieving the aims.

The board will use its strategic influence within the wider Rotherham Together Partnership to ensure that all partners are contributing to delivering the strategy through:

- Providing regular update reports to the Rotherham Together Partnership Board
- Regular meetings between the chair of the Health and Wellbeing Board and other partnership board chairs (including the Safer Rotherham Partnership, the Children and Young people's Partnership and the adults and children's safeguarding boards)

8. Communication and engagement

As a board there is a need to ensure continued engagement with the people that this strategy is for – the people of Rotherham. This will be done in a number of ways:

Health and Wellbeing Board meetings are open to the public and minutes of meetings are available to view - <http://moderngov.rotherham.gov.uk/ieListMeetings.aspx?CId=916&Year=0>

Joint events with the clinical commissioning group which are open to the public to come and hear about what is happening in relation to health and wellbeing locally.

Engaging with local people about specific areas of interest through local consultation and engagement activities.

Developing communication plans for each of the Integrated Health and Social Care Place Plan workstreams, which will be shared with the Health and Wellbeing Board.

The strategy's annual plans will include any communication and engagement activity that is due to take place during the year.

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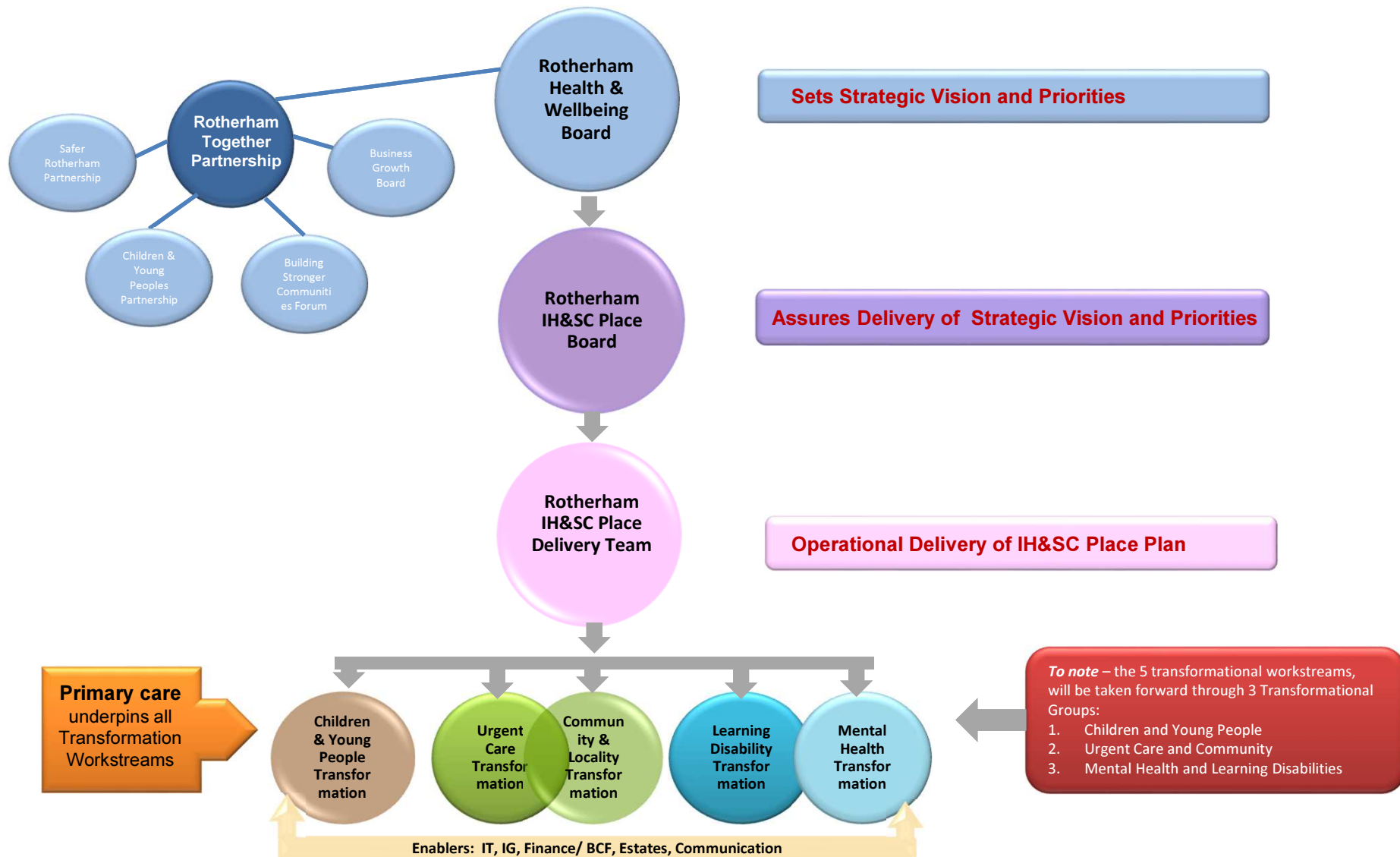
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How the Rotherham Health and Wellbeing (H&WB) Strategy and Integrated Health and Social Care (IH&SC) Place Plan will align



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Appendix C Current and refreshed strategy framework 2018-25

The objectives in the current version of the strategy have been reviewed and updated where appropriate. The new 'strategic priorities' under each aim includes areas which are considered to be of strategic importance, which will require the collective action of the health and wellbeing partnership to address. Any previous objectives which were considered to be more operation and service specific have been removed (as they will be picked up in the subsequent actions plans and Place Plan workstreams).

Current health and wellbeing objectives 2015-17	Refreshed health and wellbeing strategic priorities
Aim 1: All children get the best start in life	Aim 1: All children get the best start in life and go on to achieve their potential
<ol style="list-style-type: none"> 1. Improve emotional health and wellbeing for children and young people 2. Improve health outcomes for children and young people through integrated commissioning and service delivery 3. Ensure children and young people are healthier and happier 	<ol style="list-style-type: none"> 1. Ensure every child gets the best start in life (pre-conception to age 3) 2. Improve health and wellbeing outcomes for children and young people through integrated commissioning and service delivery in localities 3. Reduce the number of children who experience neglect or abuse 4. Ensure all children and young people are ready for the world of work
Aim 2 Children and young people achieve their potential and have a healthy adolescence and early adulthood	Amalgamated into new aim 1 above
<ol style="list-style-type: none"> 1. Reduce the number of young people at risk of child sexual exploitation 2. Reduce the number of young people experiencing neglect 3. Reduce the risk of self-harm and suicide among young people 4. Increase the number of young people in education, employment or training 5. Reduce the number of young people who are overweight and obese 6. Reduce risky health behaviours in young people 	See above.

<p>Aim 3: All Rotherham people enjoy the best possible mental health and wellbeing and have a good quality of life</p> <ol style="list-style-type: none"> 1. Improve support for people with enduring mental health needs, including dementia, to help them live healthier lives 2. Reduce the occurrence of common mental health problems 3. Reduce social isolation 	<p>Aim 2: All Rotherham people enjoy the best possible mental health and wellbeing and have a good quality of life</p> <ol style="list-style-type: none"> 1. Improve mental health and wellbeing of all Rotherham people 2. Reduce the occurrence of common mental health problems 3. Improve support for enduring mental health needs (including dementia) 4. Improve the health and wellbeing of people with learning disabilities and autism
<p>Aim 4: Healthy life expectancy is improved for all Rotherham people and the gap in life expectancy is reducing</p> <ol style="list-style-type: none"> 1. Reduce the number of early deaths from cardiovascular disease and cancer 2. Improve support for people with long term health and disability needs to live healthier lives 3. Increase the opportunities for participation in physical activity 4. Reduce levels of alcohol-related harm 5. Reduce levels of tobacco use 	<p>Aim 3: All Rotherham people live well for longer</p> <ol style="list-style-type: none"> 1. Preventing and reducing early deaths from the key health issues for Rotherham people, such as cardiovascular disease, cancer and respiratory disease 2. Promote independence and self-management and increase independence of care for all people 3. Improve health and wellbeing outcomes for adults and older people through integrated commissioning and service delivery; ensuring the right care at the right time 4. Ensuring every carer in Rotherham is supported to maintain their health, wellbeing and personal outcomes, so they are able to continue their vital role and live a fulfilling life

Aim 5: Rotherham has healthy, safe and sustainable communities and places	Aim 4: All Rotherham people live in healthy, safe and resilient communities
<ol style="list-style-type: none"> 1. Develop high quality and well-connected built and green environments 2. Increase the number of residents who feel safe in their community (SRP priority) 3. Reduce crime and antisocial behaviour in the borough (SRP priority) 4. Ensure planning decisions consider the impact on health and wellbeing 5. Increase opportunities for people in Rotherham to use outdoor space for improving their health and wellbeing 	<ol style="list-style-type: none"> 1. Increase opportunities for healthy, sustainable employment 2. Ensure planning decisions consider the impact on health and wellbeing 3. Ensure everyone lives in healthy and safe environments 4. Increase opportunities for people of all ages to use green spaces 5. Mitigating the impact of loneliness and isolation in people of all ages

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