



CABINET AND COMMISSIONERS' DECISION MAKING MEETING

Monday, 11 June 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,
Children's Services and Neighbourhood Working Portfolio
Adult Social Care and Health Portfolio
Cleaner, Greener Communities
Corporate Services and Finance Portfolio
Housing Portfolio
Jobs and the Local Economy Portfolio
Waste, Roads and Community Safety Portfolio

Councillor Chris Read
Councillor Gordon Watson

Councillor David Roche
Councillor Sarah Allen
Councillor Saghir Alam
Councillor Dominic Beck
Councillor Denise Lelliott
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, 11th June, 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.

Members of the Council may also ask questions under this agenda item.

4. Exclusion of the Press and Public

Agenda Items 9 and 11 have exempt appendices. Therefore, if necessary when considering that item, the Chair will move the following resolution:-

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

DECISION FOR COMMISSIONER BRADWELL

5. The House Project (Pages 1 - 14)

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

Cabinet Member: Councillor Watson (in advisory role)

Commissioner: Bradwell

Recommendations:-

1. That Rotherham Metropolitan Borough Council (RMBC) become part of the next phase of DfE Innovation Funded Projects to explore the feasibility of developing an alternative housing solution for Care Leavers in Rotherham.
2. That it be acknowledged that Rotherham Care Leavers will be responsible for the design, development and delivery of the project and will be supported by a range of officers from across the Council to ensure the project is delivered within the principles and practices of RMBC as well as the vision and principles of the project. (Appendix A)

DECISIONS FOR CABINET

6. Appointment of Councillors to serve on Outside Bodies (Pages 15 - 23)

Report of the Assistant Chief Executive

Cabinet Member: Councillor Read

Commissioner: Ney (in advisory role)

Recommendations:-

That Councillors be appointed to serve on Outside Bodies, as detailed on the schedule in Appendix 1.

7. Council Plan 2017/18 Quarter 4 Performance Report (Pages 25 - 100)

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 those measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics, be discussed
3. That the performance reporting timetable for 2017/18 be noted.

**8. New Applications for Business Rates Discretionary Relief
(Pages 101 - 107)**

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 relief is awarded to Headway Rotherham, Rawmarsh CLC, Rosehill Road, Rawmarsh, Rotherham S62 7HJ for the period 31st May 2017 to 31st March 2019 and to Open Minds Theatre Company (South Yorkshire), Rotherham Underground, Corporation Street, Rotherham S60 1NG for the period 6 February 2018 to 31st March 2019.

**9. Strategic Property - Land off Stockwell Avenue, Kiveton Park
(Pages 109 - 120)**

Report of the Strategic Director of Regeneration and Environment

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

Recommendations:-

1. That the disposal of a strategic property as shown edged in red and hatched in pink at Appendix 1 and as detailed within Option 1 of this report, be approved.
2. That if the necessary verification is not obtained in relation to Option 1 then Option 2 be approved.
3. That the Assistant Director of Planning, Regeneration and Transport negotiates and agrees the terms and conditions of the proposed disposal, with the Assistant Director of Legal Services negotiating and completing the necessary legal documentation.

**10. Rotherham Local Plan - Adoption of the Sites and Policies Document
(Pages 121 - 131)**

Report of the Strategic Director of Regeneration and Environment

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

Recommendations:

1. That the Inspector's final report and the recommended Main Modifications be noted.
2. That the Sites and Policies Document, as modified, be referred to Council for formal adoption as part of the Development Plan for Rotherham.

11. Forge Island Development (Pages 132 - 146)

Report of the Strategic Director of Regeneration and Environment

Cabinet Member: Councillor Lelliott

Commissioner: Kenny (in advisory role)

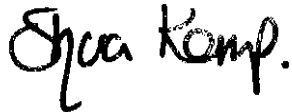
Recommendations:

1. That the decision to appoint a development partner for Forge Island and the terms of that appointment be delegated to the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Jobs and the Local Economy.
2. That the Strategic Director of Regeneration and Environment be delegated authority to use the powers available to the Council to agree the purchase and terms of the leaseholds at Riverside Precinct and that funding for these acquisitions be provided from the Town Centre Investment scheme within the approved Capital Programme.
3. That, subject to an assessment of the financial viability of the proposed final terms of the development agreement, the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services, be delegated authority to commit resources from the Town Centre Investment scheme within the approved Capital Programme to deliver a preferred scheme for the development of Forge Island.
4. That the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services, be delegated authority to instruct Legal Services or a third party legal provider to negotiate and complete the necessary legal documentation to give effect to the recommendations above.
5. That approval be given to implement the flood defence works and the funding for implementation is taken from the allocated Town Centre Investment scheme.
6. That Cabinet receive information on the Town Centre Investment scheme spend profile at appropriate trigger points.

12. Recommendations from Overview and Scrutiny Management Board

To receive a report detailing the recommendations of the Overview and Scrutiny Management Board in respect of the following items that were subject to pre-decision scrutiny on 6 June 2018:

- The House Project
- Rotherham Local Plan: Adoption of Sites and Policies Document
- Forge Island Development



SHARON KEMP,
Chief Executive.

Summary Sheet

Committee Name and Date of Committee Meeting:

Cabinet and Commissioners' Decision Making Meeting – 11 June 2018.

Report Title:

The House Project

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

Yes

Strategic Director Approving Submission of the Report

Mel Meggs, Acting Strategic Director of Children and Young People's Services

Report Author(s)

Sharon Sandell – Service Manager, Leaving Care

Ward(s) Affected

All

Summary

The House Project (HP) was a Department for Education (DfE) Social Care Innovation Fund Project that looked at creating a new model of supported housing for young people leaving care in Stoke-on-Trent. It was set up as a company limited by guarantee (CLG), based on a tenant-led housing co-operative model.

The project was the first of its kind for care leavers in the UK, and involved young people having a lead role in developing and running the overall project, as well as choosing and refurbishing their own tenancy, and identifying the support needed to sustain it.

The key elements of the project were the offer of suitable, safe and long-term post-care housing alongside a holistic and bespoke package of training and support that focused on increasing young people's independent living and personal skills and their participation in education, employment and training (EET).

The co-operative model aimed to increase young people's sense of community and integration, and their choice and overall agency in their transitions from care to independent adulthood. A key aim of the project was to reduce the feelings of isolation and powerlessness that many care leavers can experience after leaving care.

The House Project (HP) was based on a tenant-managed housing co-operative model, run for, and by, young people aged 16-18 who are leaving care.

The model comprised of a staff team, (including facilitators to support young people) and a range of partner agencies (including a legal team, architect and training company). The model involved the transfer of void properties from Stoke-on-Trent council to the HP on a short-term lease and peppercorn rent.

The aim was to secure 10 properties at any one time, replacing allocated properties when they revert to the council. The 10 properties were allocated to the House Project young people under HP tenancy agreements, alongside a bespoke package of support until the young person was considered ready and able to transition out of the project, at which point they and their home revert to a standard long-term council tenancy.

The project involved young people working with architects and a project management team to refurbish the properties, to engender a sense of ownership and enable them to create homes that meet their needs.

Rotherham is one of the areas that have been approached by the DfE to become part of the next phase of Innovation projects.

The project attracts £370,000 of DfE funding

Recommendations

1. That Rotherham Metropolitan Borough Council (RMBC) become part of the next phase of DfE Innovation Funded Projects to explore the feasibility of developing an alternative housing solution for Care Leavers in Rotherham.
2. That it be acknowledged that Rotherham Care Leavers will be responsible for the design, development and delivery of the project and will be supported by a range of officers from across the Council to ensure the project is delivered within the principles and practices of RMBC as well as the vision and principles of the project. (Appendix A).

List of Appendices Included

Appendix A Governing Principles and Vision of the project

Appendix B Governance Arrangements for the House Project

Background Papers

DfE Evaluation Report 'Making a House a Home – Stoke House Project March 2017

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 6 June 2018

Council Approval Required

No

Exempt from the Press and Public

No

The House Project

1. Recommendations

- 1.1 That Rotherham Metropolitan Borough Council (RMBC) become part of the next phase of DfE Innovation Funded Projects to explore the feasibility of developing an alternative housing solution for Care Leavers in Rotherham.
- 1.2 That it be acknowledged that Rotherham Care Leavers will be responsible for the design, development and delivery of the project and will be supported by a range of officers from across the Council to ensure the project is delivered within the principles and practices of RMBC as well as the vision and principles of the project. (Appendix A).

2. Background

- 2.1 Stoke-on-Trent City Council received a Phase One Innovation Fund Grant from the Department of Education (DfE) to create a Cooperative for Care Leavers to manage their own accommodation. The model proposed the creation of a Board as a formal Limited Company, (which is also a Registered Charity). The project began in early 2015 and eight young people successfully moved into their homes.
- 2.2 Key to the success of the project is that it enables young people to project manage their own accommodation by actively becoming involved in the maintenance and decoration of their own property. Care Leavers in Stoke-on-Trent appointed the team to work with them and had overall charge of all decisions made.
- 2.3 The DfE is now looking for five Local Authorities to develop similar projects as part of the next wave of Innovation Projects.

Through the Innovation Fund the DfE are exploring whether the impact and methodology of the model adopted in Stoke-on-Trent can be replicated in other areas. Rotherham has been identified as one of the areas where the principles, ideas and approaches used in Stoke could be tested out.

- 2.4. The University of York has been approached to undertake an evaluation of the next phase using the same researchers from the original Stoke-on-Trent evaluation.

The DfE are also looking to develop a national body that can support more local authorities to develop this approach.

- 2.5. The aim of the project is to co-produce with care leavers an approach to finding alternative housing solutions for securing a permanent home for young people leaving care.

- 2.6. This is a 3 year project during which time up to 10 young people are expected to move into up to 10 units. It is anticipated young people will be in their accommodation between the end of year one and the middle of year 2 of the project.
- 2.7. RMBC currently offer priority status to care leavers as part of its housing allocation policy, as is the expected standard for the majority of Local Authorities in England. As such this project does not require any additionality for care leavers in the area.

3. Key Issues

- 3.1 This project is a DfE Innovation Funded project which seeks to further test the idea of the House Project and to see the possibilities of its application in other local authority areas. A number of elements will need testing as part of this project. This includes;
 - Bringing young people together to develop and manage the project. More specifically RMBC will need to consider how young people become part of the management board and how they make an application to gain accommodation via the House Project as part of the first phase of the feasibility study.
 - Working with housing colleagues to determine the most appropriate accommodation strategy for the project. This will explore the feasibility of utilising council homes in the project, whilst recognising it must not disadvantage those already on the housing register or be detrimental to the Housing Revenue Account in terms of maintaining income collection rates and asset values.
 - Developing a personalised housing plan for each young person as soon as practicable to enable the property allocation process to work effectively and ensuring waiting times for properties to become available are not too long
 - Working with young people to identify the right accommodation that meets their needs and be responsible for the accommodation.
 - Exploring what will be the best temporary tenancy/licensing arrangements and how the young people can transfer into a permanent home
 - Working together to consider the scope of decision making for young people and what elements of housing management can be handed over to young people in a way that supports RMBC to manage the expectations of young people while at the same time shows commitment to the principles and values of the project.

- Working together to determine the right mechanisms to make sure young people are ready to move in to their own tenancy – this includes the development of practical skills as well as any counselling/psychological support that might be required to help young people settle in their own homes.
- This is a pilot project testing the feasibility of the House Project as it could be developed in Rotherham. In terms of the core principles of the project – these are the goals of any Leaving Care Service supporting young people make the transition into their own accommodation. This project offers an alternative model for supporting RMBC Leaving Care Service to develop these skills and attributes in our young people.

4. Summary of options considered and recommended proposal

- 4.1. **Option One:** Do nothing. RMBC Leaving Care Service was rated outstanding by OFSTED as a result of the Single Inspection in December 2017. A significant aspect of this judgement related to how RMBC supported young people to access and maintain suitable and safe accommodation. Whilst the offer is strong and varied it can currently be expensive in some cases for some young people. The project is expected to consolidate the current outstanding accommodation offer whilst at the same time achieve some cost savings on the current accommodation offer. By choosing to not proceed with this initiative the opportunity of significant external support to develop an alternative housing solution will be missed.
- 4.2. **Option Two:** It is recommended that Rotherham Metropolitan Borough Council progress the offer and become one of the five areas taking forward an exploration of the feasibility of becoming involved in the development of a House Project.

5. Consultation

- 5.1 Significant informal consultation has occurred with Care leavers who are supportive of the Council's involvement.
- 5.2 A key part of the project requires young people to make a pitch to the House Project Board to explain why they want RMBC to become part of the House project. This took place in March 2018.
- 5.3 Further consultation with stakeholders will be conducted once the model is developed.

6. Timetable and Accountability for Implementing this Decision

- 6.1 This is a proposed three year project. A detailed project plan will be developed in consultation with the national funder.

7. Financial and Procurement Implications

- 7.1. For young people who are looked after the Council has to pay for their accommodation and care up to the age of 18. Currently a mid-support placement costs on average £83k per annum while a residential placement costs £213k per annum.
- 7.2. When the young person turns 18 it is expected that they move to their own accommodation and take responsibility for paying their own rent whether this be through housing benefit or via secured employment that enables them to be fully financially independent.
- 7.3. The project will initially work with a cohort of up to ten care leavers which is the same size as the original project in Stoke.
- 7.4. The projections for the project are based on an average of three 16-17 year old's being in the cohort of ten at any-one time. The remaining 7 would be 18+. This mix would provide stability for the project with the higher need and support requirements of the 16-17 year olds being complemented by the more stable 18+ age group.
- 7.5. These projections are based on a number of assumptions. However any changes in the assumptions will impact on the financial projections identified in the table below.
- 7.6. The project set-up period is forecast to commence in July 2018 with the first full year of the scheme to be 2019/20.
- 7.7. In relation to refurbishment costs – RMBC Housing has a budget for completing works on voided properties prior to letting if required. Negotiation and discussion will need to take place if this project can capture any monies as part of the voids process. Young people leaving care have up to £2000 to set up their own home. It is expected this would be used to support young people making their house, their home.

Projected Income and Expenditure Table A

House Project				
Forecast Income and Expenditure	2018/19	2019/20	2020/21	2021/22
Innovation Funding	(330,000)	(40,000)	0	0
Income (rental payments / utilities from care leavers)	0	(31,243)	(31,867)	(32,505)
Total income (Note 1)	(330,000)	(71,243)	(31,867)	(32,505)
Accommodation costs (excluding repair costs, social landlord responsibility)	8,213	18,258	18,589	18,930
Refurbishment costs	150,000	0	0	0
Project Support costs (Note 2)	170,901	194,455	197,184	199,966
Total Expenditure	329,114	212,713	215,773	218,896
Council funding				
Care placement budgets	0	(253,923)	(259,002)	(264,182)
HRA rents (10 properties at £344 per week)	0	41,282	42,108	42,950
	0	(212,641)	(216,894)	(221,232)
Annual (saving) / cost	(886)	(71,171)	(32,989)	(34,841)
Cumulative (saving) / cost	(886)	(72,057)	(105,045)	(139,886)
Note 1				
Includes Innovation Funding and income from care leavers (from the 7 x young people aged 18+)				
The financial projections assume that the final two payments of the Innovation Funding (£130k in total) are received. Without these two payments the project would still generate a cumulative saving over the above period.				
Note 2				
Includes Project management costs, therapeutic and group sessions, facilitators etc.				

7.8. The project will attract £370,000 of DfE Innovation Funds. Although each staged payment will be reliant on Rotherham CYPS achieving the previous phase there will be no clawback if it is decided at any point to withdraw from the project. This grant will be drawn down in tranches subject to satisfactory progress against delivery which will be outlined in a partnership agreement. Payment amounts and deliverables, similar to the Stoke-on-Trent model, would be as below.

Payment 1 for £150,000 (year 1, 2018/19)

Deliverable - Project lead recruited; creation of a programme plan

Payment 2 for £90,000 (year 1, 2018/19)

Deliverable - 10 young people recruited to the project, project team in place; regular attendance at the national meetings

Payment 3 for £90,000 (year 1, 2018/19)

Deliverable – Demonstrated commitment to setting up an approach in collaboration with young people to support the continuation of the values and principles of the House Project at the end of the Innovation Programme funding; regular data monitoring provided.

Payment 4 for £40,000 (year 2, 2019/20)

Deliverable - Commitment to working with young people through the support of the House Project members to participate in young people focussed hub events etc.

These payment dates are a guide depending upon individual negotiations and subject to agreement.

- 7.9. The expenditure for the first 9 months will be covered from the DfE funding. This will cover all initial set up costs, accommodation costs (based on the model adopted in Stoke-on-Trent and excluding those which are the responsibility of the social landlord, e.g. repairs) and the six month programme working with each care leaver on participation requirements and life skills. £150k of the DfE grant would be used for a refurbishment fund to enable any required building works on the 10 identified dwellings to be undertaken. This is planned to cover the period between the property being 'handed back' by the previous tenant and it being made ready for a young person to live in. This will be incurred in the first year of the project.
- 7.10 The current average cost to the Council of a 16-17 year old care leaver is £83k for supported care and £213k for an Out of Area placement.
- 7.11. The main source of income for the project each year would come from the Council's Leaving Care budget and equate to three 16-17 year old supported care places totalling £249k. The Strategic Director for Children's Services may authorise this in-year budget virement (in accordance with the Council's Financial Regulations 7.2). This will be reported as part of the financial monitoring reporting procedures. This is at a rate of £83k per care leaver per annum (plus 2% inflation each year). Income would also come in from the 18+ group in the form of rent charges and their contribution to utilities.
- 7.12. The project offers the Council a potential for cost reduction against the current Leaving Care budget. At the point of viring of the £249k budget, the project is cost neutral to the Council. If any of the three 16-17 year olds selected to join the scheme move from an out of area placement (at the higher cost of £213k per placement) there is potentially a further saving of £130k per care leaver for the Council.
- 7.13. Rent will be charged in line with council house social rents and the rental income will come back into the Housing Revenue Account. Rent will come from the residents that are 18+ either in the form of Housing Benefit or wages if they are in employment and charged at the rate of Housing benefit of £344 per month. The affordability for the young person to rent a home they are selecting will be assessed prior to the property being allocated; this will ensure they do not get into debt. Each young person will also contribute to monthly utility bills, which is the existing arrangement. This will come from the care leaver's personal allowance. The Housing Income Team and Housing Financial Inclusion Officers can provide the necessary support.

7.14. The project is expected to break even in 2018-19. In year 2 (i.e. 2019/20) onwards there would be a profit which would sustain the project in future years and work on the next cohort of children.

7.15 The Council will continue to receive the appropriate social rent for the properties based on £344 per month, per property at a total of £41,282 per year for the ten properties (inflated from 2019/20 by 2% inflation each year), i.e. there will be no additional cost to the Council arising from the project. This is shown in Table A under paragraph 7.7 above.

7.16 The Council is seeking to recruit to 2 posts initially. Costs captured above. Any additional support required by young people to move in to their accommodation will be dependent on the needs of the young people moving through and are not fully realised at this point in the project. Young people will require at least 6 months to prepare before they move in to their new homes and as such the level of support and requirements will become clearer at this point.

8. Legal Implications

8.1 The proposals contained in this report raise a number of legal issues that will need to be worked through in detail as part of the project.

8.2 Some of these areas will include the types of tenancy and licensing agreements utilised, as well as the requirements to support the young people to manage the properties.

9. Human Resources Implications

9.1 Subject to Cabinet approval, appointments will need to be made to a Project Manager and Project Officer (Participation Lead) post. This could be achieved through a secondment from inside the organisation or an external recruitment campaign.

9.2 A Project Manager Job profile has been developed and graded at a Band L. A Project Officer post has also been developed and costs projected are based on similar posts in RMBC and in those areas involved in the House Project.

9.3 The detail regarding this and any further recruitment will become clear once permission to proceed has been achieved. It is anticipated both posts will be offered on a fixed 3 year term basis in line with the duration of the contract.

10. Implications for Children and Young People and Vulnerable Adults

10.1. The Project intends to address the issues and difficulties facing young people (16-21 years) as they transition from a Regulated Placement into their own accommodation.

10.2. Early indications from the initial evaluation of 'Making a House a Home' Stoke's House Project published by DfE in March 2017 suggested that young people are settling into their new routines and homes and that participation in the project had been a valuable experience for them.

10.3. There are potential invest to save opportunities in terms of the placement decisions and costs associated with Looked After Children (LAC) placements and as young people move into adulthood.

11. Equalities and Human Rights Implications

11.1. Care Leavers are a distinct group within their peer group who face multiple adversities and challenges as a result of becoming looked after and then leaving the care of the authority.

11.2. This project seeks to redress these aspects by offering young people the opportunity to develop and manage an arrangement that supports them become active and full participants in society. It encourages equality of access and encourages opportunities to build self-esteem and belief. Young people will be the focus for the project and will lead the project with support from colleagues and partners across the borough.

11.3. Young people will be encouraged to consider equality of access to the project from within their own cohort of care leavers.

12. Implications for Partners and Other Directorates

12.1. The project requires close working with colleagues within the council from housing, finance and legal services. Strong relationships are already in place and this project will build on these relationships. Housing and finance colleagues have been heavily involved in the discussions for the project and consider it a project worthy of investigation.

12.2. There are developing relationships with external partners as a result of a focus on supporting more young people into education employment or training. Partners are keen to work with our young people and look at innovative ways to support this.

12.3. There are also existing and increasingly well established relationships with the Police, Adult Mental Health and adult social care as a result of the work routinely undertaken to support young people make safe and secure transitions as well as the management of risk. The service would utilise these relationships to develop the project and seek further support.

13. Risks and Mitigation

13.1 The projections outlined in Section 7 of the report have some element of contingency built in. However, as the payments are made on a phased basis there is no risk of any 'clawback' if RMBC decides not to progress to the next stage. Risks that may affect the financial projections are:

- Without the grant from the DfE the project would not be viable.

If the Council was to charge the appropriate social rent for the properties based on £344 per month, per property as opposed to a 'peppercorn rent' as suggested by the House Project the Council would incur additional costs of £41,282 per year reducing the potential savings achieved by the Project via reduced Out of Authority placements.

- If a young person left the project, this may in the short term affect the amount of rental income (18+). A rent arrears contingency has been identified while a new young person was ready to join the project.
- Changes to Housing Benefit rate (a 2% annual increase) is included in the projection, but any reduction to benefits would affect the long term viability on the Project.
- Any changes to the 100% Council Tax discount for Care Leavers would also affect the potential savings to be made by RMBC being achieved by reduced Out of Authority placements as a result of the Project.

13.2 A Risk Register along with an Impact Analysis is currently being developed.

14. Accountable Officer(s)

Mel Meggs, Acting Strategic Director of Children and Young People's Services
 Ian Walker, Head of Service – Looked After Children and Leaving Care
 Sharon Sandell – Service Manager Leaving Care

Approvals obtained on behalf of:-

	Named Officer	Date
Strategic Director of Finance & Customer Services	Michael Wildman	21.05.2018
Assistant Director of Legal Services	Neil Concannon	21.05.2018
Head of Procurement (if appropriate)	N/A	N/A
Assistant Director of Human Resources (if appropriate)	Amy Leech	22.03.2018

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

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

Guiding Principles

Young people are equal partners of a local solution to sourcing and providing safe, stable and secure homes for young people.

This is an approach allowing a gradual exit from care and supports young people to move when they have the skills and are ready to move.

Participation in the project sees young people build skills and knowledge that support their development into adulthood.

The fundamental core beliefs and aims of the project are that young people should;

Have their own home and the support of a community for as long as they need it.

Take ownership of decisions affecting their own lives, their property and the development of the business.

Gain independence and the skills to support themselves emotionally and financially through the support they need when they need it.

Take responsibility for keeping themselves safe, looking after others and the project.

APPENDIX B

Governance Arrangements for the House Project

National Board

There are two separate arrangements occurring simultaneously. The first is the development of a National House Project Organisation, the purpose of which is to seek to support individual Local Authorities set up and run their own independent and individual house projects. In effect it becomes an advisory body.

At the current time this National Board is being set up. As an interim arrangement there is a steering group which is working to determine the arrangements for the National Board to become a standalone enterprise. It is anticipated this National Organisation will become a Charitable Incorporated Company (CIC). Initial seed funding has been provided by the DfE Innovation Fund with a view that after 3 years this organisation should be self-supporting and able to access funding and grant streams as a result of its charitable status.

The steering group is currently chaired by Warwickshire as the lead House Project. Recent appointments to the National Project include a National Director and a Head of Social Care. This should now see the arrangements for the National Project pick up pace. It is understood that the newly appointed National Director for the House Project was one of the strategic leads from Stoke on Trent. This secures the knowledge and expertise from the original project into this new phase.

Until the CIC is in place it is the Steering Group that will provide the priorities to the National Director. Rotherham can be part of the Steering Group should it agree to become part of the project.

The second element is supporting up to 5 local authorities develop their own House Projects.

The 5 areas which have been approached are;

- Warwickshire
- Oxfordshire
- Doncaster
- Islington
- Rotherham (subject to approval)

The DfE Innovation Fund has also provided funding for each organisation to set up the project in their own areas. This enables each area to consider how the principles of the project could be implemented locally while taking into account local conditions. The funding is available over 3 years and allows Local Authorities the time and space to explore the feasibility of the project in their areas.

National to Local Governance Arrangements

Key to making the project a success will be projects learning together, sharing information and bringing young people together.

Current support arrangements are in the process of being developed but are expected to include:

Executive Board – made up of the strategic leads for each project from each of the 5 areas. It is anticipated that this group would meet quarterly. Chaired currently by the Lead Local Authority – Warwickshire.

Project Leads Group – this is made up of the operational leads from each of the authorities. It is anticipated this group would meet monthly.

Young Persons Steering Group – A necessary requirement given this is a project run by young people for young people. The arrangements for this are still being negotiated.

The Executive Board will feed in to the national steering group/ CiC and determine immediate priorities until the CiC is self-sustaining.

Local Governance Arrangements in Rotherham

The learning from Stoke is suggestive that RMBC will develop a young person's project board.

There would also be a project board of employees from the Council and partners who are implicated in this project to support young people in their decision making and to carry the risk.

RMBC would appoint a Project Manager to focus on the delivery of the project and support young people in their decision making.

RMBC would also appoint a Project Officer who certainly in the initial phases of the project would be the lead participation worker.

The young person's board will be the place decisions are made. The officer board is there to advise on options, debate some of the decisions and conversations with young people and empower and encourage them to make decisions.

The initial stages of the project will see that the young person's board, with the officer board, remain within the local authority.

4.1 The Governance arrangements as well as having access to colleagues who originally developed the project and who are still involved in managing the project suggests that RMBC would be able to access expertise and advice at every stage of the implementation and development from the National Board. Legal Services will be invited to participate in the project and become part of the management board supporting young people in their decision making.

This assurance from Warwickshire has been key in preliminary discussions as to how RMBC could become a part of the project and to date there is evidence of their support and engagement in the questions and issues raised by RMBC.

Public Report
Cabinet and Commissioners' Decision Making Meeting

Committee Name and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 11 June 2018

Report Title

Appointment of Councillors to serve on Outside Bodies

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

No, but it has been included on the Forward Plan

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

James McLaughlin, Democratic Services Manager
01709 822477 or james.mclaughlin@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

Outside bodies are external organisations which have requested that the Council appoint a representative to them. Outside bodies have separate governance structures to the Council. Appointments to outside bodies can be an important mechanism for: community leadership, partnership and joint working and knowledge and information sharing.

At the Annual Meeting on 19 May 2017, the Council approved procedure rules that detail how councillors will be appointed to serve on outside bodies. Cabinet is now responsible for the appointment of councillors to serve on outside bodies. This report presents the nominations received and recommends the appointment of the nominees to the various organisations and partnerships.

Recommendation

That Councillors be appointed to serve on Outside Bodies, as detailed on the schedule in Appendix 1.

List of Appendices Included

Appendix 1 Proposed Representatives on Outside Bodies 2018-19

Background Papers

The Council's Constitution

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

Appointment of Councillors to serve on Outside Bodies

1. Background

- 1.1 Outside bodies are external organisations which have requested that the Council appoint a representative to them. Outside bodies have separate governance structures to the Council. Appointments to outside bodies can be an important mechanism for: community leadership, partnership and joint working and knowledge and information sharing.

2. Key Issues

- 2.1 The procedure rules governing the appointment of councillors to serve on outside bodies requires the Cabinet to review the list of notified Outside Bodies and determine whether the authority should make or continue to make an appointment to those bodies. Determination should be based on one or more of the following criteria being met:

- the proposed appointment is a statutory requirement;
- the proposed appointment would be consistent with the Council's policy or strategic objectives; and/or
- the proposed appointment would add value to the Council's activities.

- 2.2 With regard to making appointments, the Cabinet should first consider whether it is appropriate for an appointment to be of a specific office holder either by reference to the constitution of the outside body concerned or in the light of any other circumstances as it (Cabinet) may determine. The procedure rules do not require the Cabinet to adhere to the principles of political balance.

- 2.3 The Cabinet is responsible for making any appointment to an outside body, other than those reserved to Overview and Scrutiny Select Commissions. In making such appointments, the procedure rules require the Cabinet to have regard to a Member's current interests prior to making any appointment.

3. Options considered and recommended proposal

- 3.1 The appointment of representatives to outside bodies is at the discretion of the Cabinet. It is evident that the level of appointments to outside bodies has an impact on already busy councillor workloads. Whilst retaining links with outside bodies is an important aspect of community leadership, it is also important that the activities of the Council and councillors are focused around corporate priorities. Members do have the option to retain the current level of appointments.

- 3.2 Nominations have been received and have been collated by the Leader of the Council. The Cabinet is therefore recommended to approve the appointment of nominees listed in Appendix 1.

4. Consultation on proposal

- 4.1 It is incumbent on the Council's political groups to nominate councillors to serve as representatives on outside bodies.

4.2 There is no requirement for consultation beyond internal political group arrangements.

5. Timetable and Accountability for Implementing this Decision

5.1 In accordance with the procedure rules that govern the appointment of councillors to serve on outside bodies, Cabinet is accountable for the decisions it makes in appointing individual councillors. Appointments will take effect following the end of the period where non-executive councillors can call-in decisions on 22 June 2018.

6. Financial and Procurement Advice and Implications

6.1 There are no financial or procurement implications arising from this report beyond any expenses that may be incurred from a Member's travel to and from a meeting outside of the borough.

7. Legal Advice and Implications

7.1 There are no specific legal implications arising from the report, but it is important for individual Councillors appointed to outside bodies to be clear about the nature of the appointment, including whether they have a decision making role or not. As set out at paragraph 11.2 below, different duties and responsibilities will apply depending on the individual councillor's role on the outside body. In particular, councillors appointed to outside bodies will need to be clear as to whether their duty is to the Council or to the outside body and will need to identify potential conflicts of interest

8. Human Resources Advice and Implications

8.1 There are no human resources implications arising from this report.

9. Implications for Children and Young People and Vulnerable Adults

9.1 There are no implications for children and young people or vulnerable adults arising from this report.

10. Equalities and Human Rights Advice and Implications

10.1 There are no equalities or human rights implications arising from this report.

11. Implications for Partners

11.1 The appointment of councillors to serve on outside bodies (i.e. external organisations and partnership) is intended to be a mutually beneficial act for both the authority and the bodies listed. The implications associated with the proposed appointments are considered to be positive.

11.2 It is important that partners, as much as councillors, understand the role that councillors undertake in serving on outside bodies. The role of the councillor can be as a representative, trustee or director as the table below demonstrates:

Title	Brief Description of Role
Representative	Represents the Council's interests and provide advice, guidance and contributes at meetings of the organisation.
Trustee	To act in accordance with the trust deed and to protect the trust's assets. They must comply with the Trustee Act 2000.
Director	Has a duty of care towards the company, to act in the best interests of the company as a whole. Directors therefore have a "quasi-trustee" role taking proper care of the assets of the company.

12. Risks and Mitigation

12.1 No risks have been identified in respect of the recommendation in this report.

13. Accountable Officer(s)

James McLaughlin, Democratic Services Manager

Approvals obtained on behalf of:-

	Named Officer	Date
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	22/05/18
Assistant Director of Legal Services (Monitoring Officer)	Dermot Pearson	23/05/18
Head of Procurement (if appropriate)	N/A	N/A
Assistant Director of Human Resources (if appropriate)	N/A	N/A

Report Author: James McLaughlin, Democratic Services Manager
01709 822477 or james.mclaughlin@rotherham.gov.uk

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

APPENDIX 1

PROPOSED REPRESENTATIVES ON OUTSIDE BODIES 2018/19

Outside Body	Vacant Positions	Nominations
B.D.R Joint Waste Board	2	Cabinet Member for Waste, Roads and Community Safety: Councillor Emma Hoddinott Councillor Sarah Allen
B.D.R. Property Limited	1	Mr K. Billington
Chesterfield Canal Partnership	1	Councillor Beck
Chesterfield Canal Steering Group	6	Ward Members for Anston & Woodsetts: Councillors Jonathan Ireland, Clive Jepson & Katherine Wilson Ward Members for Wales: Councillors Dominic Beck, Gordon Watson and Jenny Whysall
Clinical Commissioning Group	1	Cabinet Member for Adult Social Care and Health: Councillor David Roche
Clinical Commissioning Group Working Groups: Rotherham Heart Town	1	Councillor Ken Wyatt
Self-Harm and Suicide Prevention Group	1	Councillor Roche
Dinnington Resource Centre and Recreation Ground – Board of Trustees	2	Councillor Jeanette Mallinder Mrs. J. Havenhand
Don Catchment Working Group	1	Councillor Stuart Sansome
Emergency Planning Shared Services (Rotherham and Sheffield) Joint Committee	2	Cabinet Member for Jobs and the Local Economy: Councillor Denise Lelliott Cabinet Member for Corporate Services and Finance: Councillor Saghir Alam
Environmental Protection UK – Yorkshire and Humberside Division	4	To be appointed by the Improving Places Select Commission
Groundwork Creswell	1	Named Director: Substitute: to be appointed by the Improving Places Select Commission
Health and Safety Commission	1	Cabinet Member for Corporate Services and Finance: Councillor Saghir Alam
Industrial Communities Alliance (formerly The Alliance)	1	Councillor Stuart Sansome Substitute: Councillor Bob Bird

Outside Body	Vacant Positions	Nominations
Local Government Association: General Assembly Meetings	3	Leader of the Council, Deputy Leader of the Council and Councillor Bob Walsh
Special Interest Group – SIGOMA (Special Interest Group of Metropolitan Authorities)	1	Cabinet Member for Corporate Services and Finance: Councillor Saghir Alam Substitute: Councillor Ken Wyatt
Local Government Yorkshire and the Humber – Health and Wellbeing Group	1	Cabinet Member for Adult Social Care and Health: Councillor David Roche
National Association of British Market Authorities	1	Councillor Stuart Sansome
National Association of Councillors	1	Councillor Ken Wyatt
Phoenix Enterprises Ltd.	1	Councillor Denise Lelliott
Robin Hood Airport Consultative Committee	1	Councillor Denise Lelliott Substitute: Councillor John Williams
Rotherham and Barnsley Chamber of Commerce	1	Cabinet Member for Jobs and the Local Economy: Councillor Denise Lelliott
Rotherham Citizen’s Advice Bureau – Trustee Board	1	Councillor Brian Steele
Rotherham Diversity Festival Steering Group	1	Waheed Akhtar, Voluntary Sector Liaison Officer
Rotherham Holiday Aid	1	Councillor Christine Beaumont
Rotherham Together Partnership Board		Leader of the Council (Chair of the Partnership) Cabinet Members Chair of the Children’s Trust Board Chief Executive Councillor Jeanette Mallinder Councillor Allen Cowles
Rotherham Together Partnership – Business Growth Board	1	Councillor Denise Lelliott
Rotherham Together Partnership – Health and Wellbeing Board	3	Cabinet Member for Adult Social Care and Health: Councillor David Roche Deputy Leader of the Council: Councillor Gordon Watson Councillor Jeanette Mallinder
Rotherham Together Partnership – Children and Young People’s Partnership	1	Deputy Leader of the Council: Councillor Gordon Watson
Rotherham Together Partnership – Safer Rotherham Partnership	1	Cabinet Member for Waste, Roads and Community Safety: Councillor Emma Hodinott
Joint Health Overview and Scrutiny Committee	1	Chair of the Health Select Commission: Councillor Simon Evans
Learning Disability Partnership Board	1	Councillor Jayne Elliot

Outside Body	Vacant Positions	Nominations
National Coal Mining Museum for England – Board	1	Councillor Jonathan Ireland
Rotherham, Doncaster and South Humber Foundation Health Trust Partner Governor	1	Councillor Jayne Elliot
Regional Joint Health Overview and Scrutiny Committee	1	To be appointed by the Health Select Commission
Rotherham Dementia Action Group	1	Councillor Rose McNeely
Rotherham Ethnic Minority Alliance Board	2	Councillor Tajamal Khan Waheed Akhtar, Voluntary Sector Liaison Officer
Rotherham Foundation Health Trust – Council of Governors	1	Councillor Pat Jarvis
Rotherham Licence Watch Steering Group	1	Chair of the Licensing Board: Councillor Sue Ellis
Rotherham Local Safeguarding Children Board	1	Deputy Leader of the Council: Councillor Gordon Watson
Rotherham Schools’ Forum	1	Deputy Leader of the Council: Councillor Gordon Watson
RUSH House Management Committee	1	To be appointed by Improving Places Select Commission
Sheffield City Region Combined Authority	1	Leader of the Council: Councillor Chris Read Substitute: Deputy Leader of the Council, Councillor Gordon Watson
Sheffield City Region Combined Authority – Scrutiny Committee	2	Chair of Overview and Scrutiny Management Board: Councillor Brian Steele Councillor Peter Short
Sheffield City Region Combined Authority – Audit Committee	2	Chair of Audit Committee: Councillor Ken Wyatt Councillor Allen Cowles
Sheffield City Region Local Enterprise Partnership	1	Leader of the Councillor: Councillor Chris Read
South Yorkshire Joint Committee on Archaeology	2	Councillor Amy Brookes Councillor Ken Wyatt
South Yorkshire Joint Committee on Archives	2	Councillor Amy Brookes Councillor Ken Wyatt
South Yorkshire Joint Waste Procurement Board	1	Cabinet Member for Waste, Roads and Community Safety: Councillor Emma Hoddinott
South Yorkshire Leaders’ Meeting	1	Leader of the Council: Councillor Chris Read Substitute: Deputy Leader of the Council: Councillor Gordon Watson
Trans-Pennine Properties (Wakefield) Ltd – Yorkshire Purchasing Organisation	1	Councillor Alan Atkin

Outside Body	Vacant Positions	Nominations
Trans-Pennine Trail	1	Vice-Chair of Planning Board: Councillor John Williams
Trent Regional Flood and Coastal Committee	1	Lead Councillor from Doncaster Substitute Member
Unity Centre Steering Group	1	Waheed Akhtar, Voluntary Sector Liaison Officer
Voluntary Action Rotherham	1	Councillor Christine Beaumont
Warm Homes	1	Cabinet Member for Housing: Councillor Dominic Beck
Women's Refuge	1	To be appointed by Improving Places Select Commission
Women's Strategy Group	1	Councillor Taiba Yasseen
Yorkshire and Humber (Local Authorities) Employers Association	1	Cabinet Member for Corporate Services and Finance: Councillor Saghir Alam
Yorkshire and Humber Strategic Migration Group	2	Two Members appointed from South Yorkshire (currently Councillor J. Platts from Barnsley and Councillor G. Jones from Doncaster)
Yorkshire and Humberside Grid for Learning – Foundation Board	2	Deputy Leader of the Council: Councillor Gordon Watson Head of Performance and Quality – Sue Wilson
Yorkshire and Humberside Children and Young People Lead Member Network	1	Deputy Leader of the Council: Councillor Gordon Watson
Yorkshire and the Humber Reserve Forces and Cadets Association	1	Councillor Ian Jones – Armed Forces Champion
Yorkshire Purchasing Organisation	2	Councillor Alan Atkin Councillor John Vjestica Substitute: Councillor Alan Buckley
Yorkshire Purchasing Organisation Appeals Hearings	2	The Leader of the Council to appoint two councillors as required
Yorkshire Region and Coastal Flood Committee	1	Councillor David Sheppard

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Summary Sheet

Name of Committee and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 11 June 2018

Report Title

Council Plan 2017/18 Quarter 4 Performance Report

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

No, but it has been included on the Forward Plan

Directors Approving Submission of the Report

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Report author(s):

Simon Dennis, Corporate Risk Manager

01709 822114 or simon.dennis@rotherham.gov.uk

Tanya Palmowski, Performance Officer (Corporate)

01709 822764 or tanya.palmowski@rotherham.gov.uk

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 12 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 fourth and final report in the 2017/18 reporting cycle covering quarter 4 (1 January 2018 to 31 March 2018).

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 the fourth and final quarter (January to March 2018) 25 measures had either met or had exceeded the target set in the Council Plan. This represents 43.9% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 32 (49.2%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met is Priority 4 (Extending Opportunity and Prosperity).

Recommendations

1. That the overall position and direction of travel in relation to performance be noted.
2. That those measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics, be discussed
3. That 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 25 June 2017

Corporate Performance Report Quarter 1 – Cabinet Agenda 11 September 2017

Corporate Performance Report Quarter 2 – Cabinet Agenda 12 December 2017

Corporate Performance Report Quarter 3 – Cabinet Agenda 12 March 2018

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 20 June 2018

Council Approval Required

No

Exempt from the Press and Public

No

Corporate Plan 2017/18 Quarter 4 Performance Report

1. Recommendations

- 1.1 That the overall position and direction of travel in relation to performance be noted.
- 1.2 That those measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics, be discussed.
- 1.3 That 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 and third quarterly reports, presented to Cabinet on 12th December 2017 and 12th March 2018 respectively.
- 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 have now been 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 4 Performance Report (Appendix A) sets out how the Council has performed in the final quarter of 2017/18 (1st January to 31st March 2018) to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2017-2020. The report provides an overview of progress and exceptions (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 Q4 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 fourth and final quarter (January to March 2018) 25 measures had either met or had exceeded the target set in the Council Plan. This represents 43.9% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 32 (49.2%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met is Priority 4 (Extending Opportunity and Prosperity).

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, 10 have hit their target in the course of the quarter, which is an improvement on the 7 which hit their targets in quarter 3.

3.7 These were:

- 2.B2 – Number of Safeguarding investigations completed per 100,000 adult population
- 3.B2(a) - Effective enforcement action taken where evidence is found – fly tipping
- 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.A2 – Increase number of business births/start-ups per 10,000 resident population over 16
- 4.A6 – Number of jobs in the Borough
- 4.A7 – Narrow the gap to the UK average rate of working population who are economically active
- 5.D2 – Days lost per FTE
- 5.D3 – Reduction in Agency cost

3.8 A total of 28 (49.1% of those measured in the quarter) performance measures did not hit their target for the year in this period. 13 of these indicators were Council “priority measures”. This is a worsening of performance from the previous quarter where only nine indicators missed their 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.B6 – The proportion of people still at home 91 days after discharge into rehabilitation
- 2.B8 – All numbers of new permanent admissions to residential nursing care for adults
- 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
- 3.B1(c) - % of unclassified roads in need of repair
- 4.B1 - Number of new homes delivered during the year
- 5.D1 – percent PDR completion
- 5.D4 – Reduction in the amount of CYPS Agency workers

- 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. The final element of performance reporting for the 2017-2018 year will be the production of the final 2017-2018 Annual Performance Report which will be produced in early Autumn 2018. Alongside this, the monitoring of the refreshed Council Plan indicators for 2018/2019 will commence, with the first quarter's performance report set for presentation to Cabinet on 17th September 2018.

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 26 November 2015, with this formally considered by members at the Council meeting on 9 December 2015 and approved on 13 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 final quarterly Performance Report relating to the Council Plan for 2017/2020. Paragraph 3.10 sets out an outline forward programme of further quarterly performance reports, including the Annual Performance Report for the year, as well as Q1 of 2018/2019.

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 has been included in the 2018/2019 iteration of the Council Plan.

12. Implications for Partners and Other Directorates

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

13. Risks and Mitigation

- 13.1 Within the Performance Report there are 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)

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Jackie Mould, Head of Performance, Intelligence and Improvement

Approvals obtained on behalf of:

	Named Officer	Date
Strategic Director of Finance & Customer Services	Nikki Kelly	21.05.2018
Assistant Director of Legal Services	Stuart Fletcher	21.05.2018
Head of Procurement	Karen Middlebrook	17.05.2018
Head of Human Resources (if appropriate)	Ian Henderson,	16.05.2018

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RMBC COUNCIL PLAN 2017-20

PERFORMANCE REPORT

Period:

Quarter 4 (January – March 2018)

About this report:

This report sets out how the Council has performed in the fourth and final 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 fourth and final quarter (January to March 2018) 25 measures had either met or had exceeded the target set in the Council Plan. This represents 43.9% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 32 (49.2%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met is Priority 4 (Extending Opportunity and Prosperity).

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, 10 have hit their target in the course of the quarter, which is an improvement on the 7 in the last quarter. These were:

- 2.B2 – Number of Safeguarding investigations completed per 100,000 adult population
- 3.B2(a) - Effective enforcement action taken where evidence is found – fly tipping
- 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.A2 – Increase number of business births/start-ups per 10,000 resident population over 16
- 4.A6 – Number of jobs in the Borough
- 4.A7 – Narrow the gap to the UK average rate of working population who are economically active
- 5.D2 – Days lost per FTE
- 5.D3 – Reduction in Agency cost

Indicators not hitting their targets






A total of 28 (49.1% of those measured in the quarter) performance measures did not hit their target for the year in this period. 13 of these indicators were Council “priority measures”. This is a worsening of performance from the previous quarter where only nine indicators missed their 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.B6 – The proportion of people still at home 91 days after discharge into rehabilitation
- 2.B8 – All numbers of new permanent admissions to residential nursing care for adults
- 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
- 3.B1 (c) - % of unclassified roads in need of repair
- 4.B1 - Number of new homes delivered during the year
- 5.D1 – percent PDR completion
- 5.D4 – Reduction in the amount of CYPS Agency workers






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. 1 of these indicators is a priority measure and data is not yet available.






Summary tables by priority area**Priority 1 - Every child making the best start in life**

	2 measures (13 % of those measured this quarter)
	2 measures (13 % of those measured this quarter)
	11 measures (74 % of those measured this quarter)
	1 measure
	No measures






Priority 2 - Every adult secure, responsible and empowered

	3 measures (30 % of those measured this quarter)
	No measures
	7 measures (70 % of those measured this quarter)
	1 measure
	No measures






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

	6 measures (46 % of those measured this quarter)
	No measures
	7 measures (54 % of those measured this quarter)
	5 measures
	1 measure

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

	7 measures (78 % of those measured this quarter)
	1 measure (11 % of those measured this quarter)
	1 measure (11 % of those measured this quarter)
	2 measures
	No measures

Priority 5 - Running a modern, efficient Council

	7 measures (70 % of those measured this quarter)
	1 measures (10 % of those measured this quarter)
	2 measure (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.

The numbers of Children in Need (CiN), Child Protection (CP) and LAC have continued to increase. 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 - 1073 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) - 413.8 shows a significant increase on 2016/17 (359.8) 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 115.9 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 (110.3 compared to 86.6 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 however the standard aim is to ensure performance is in line with the national average as numbers considerably higher or lower than average can be an indicator of other performance issues. Locally our priority is to reduce overall demand on social care services via improving both the effectiveness of preventative Early Help and quality of the social care intervention. However the safeguarding and needs of children will always take precedence. The demand at the end of this financial year (413.8) remains high and has grown when compared to

that at the end of 2016/17 (359.8). The growth in CiN numbers is almost entirely related to a higher number of referrals to social care, leading to more children's cases requiring assessment. Data suggests we are above the statistical neighbour (372.7) and national average (337.7).

Further service manager led reviews took place in February and March to minimise drift and ensure only those children that require this type of intervention are open to the service. A high level of scrutiny and oversight also continues in relation to workflow, timely completion of work and proportionate decisions and resource provision.

One of the measures of success of our Early Help offer will be, over time, a reduction in the numbers of CIN as families are offered support at an earlier point before concerns escalate. As the service starts to embed it may in the short term increase demand as it uncovers unmet need.

Ref No. 1.A2 Reduction in the number of children subject to a CP plan (rate per 10K population under 18) (Priority measure) – Similar to CIN 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 115.9 per 10K population, (370 children at end of 2016/17 – 656 end of 2017/18). The number of children with a Child Protection Plan (CPP) also remains significantly higher than that of statistical neighbours (56.6) and the national average (43.3). Anecdotally LA's are reporting a rise in this area.

The increase in child protection numbers in recent months is stark; however Ofsted agreed that the threshold was correct. Managers are focussed on the need to avoid unnecessary volume whilst ensuring that those children, who need it, receive the right child protection interventions. Managers recently met and agreed a set of work streams aimed at scrutinising CPP numbers to ensure that this type of plan is only used where appropriate. (Right Child Right Plan). The introduction of the signs of safety methodology should also have a positive impact in this area of support. Long-term the figures should then stabilise closer to the benchmark averages.

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. We believe this accounts for approximately a quarter of the current cohort.

Ref No. 1.A3 - Reduction in the number of Looked After Children (rate per 10k population under 18) (Priority Measure) - The numbers of LAC have continued to increase and at the end of Quarter 4 stood at 624 (110.3 per 10k). Anecdotally we believe that the majority of authorities are experiencing rises in this area. CYPS has a strategic plan in the process of being implemented – Right Child, Right Care (RCRC) by which better gatekeeping of admissions to care will be provided by the range of interventions services within the Edge of Care Service.

In addition a scoping exercise has been completed to review all LAC to assess which of these children and young people (cyp) can be supported to a more appropriate form of permanence. As a result, 170 LAC have been identified as having a viable alternative permanence plan. Progress of these plans will be performance managed through a number of work streams;

- Children to become adopted
- Discharge of children in care but living at home subject to Placement with Parents Regulations
- Movement to permanence for children who are currently living in long-term matched foster placements through targeted promotion of Special Guardianship Orders (SGO)
- Achieving permanence for children in Regulation 24 (Kinship care) placements (via SGO)
- The rehabilitation of adolescents to the care of their birth families

In addition to this there will be 51 LAC who will reach the age of 18 over the course of 2018. However, over the course of 2018 thus far the average number of monthly admissions has been 28 and so it is clear that the edge of care services will need to continue to work hard to reduce admissions alongside the discharge work.

On a more positive note there are already some signs of change within social work practice being achieved by the RCRC project? The average discharges from care over the past 3 months has increased to 15 per month (20 in March) as compared to only 7 for the 3 months prior to that. As a result social workers seem to be more focussed on achieving permanence for LAC.

In addition young people admitted to care over the age of 14 are known to achieve far worse outcomes in Rotherham and bring with them a disproportionate level of placement cost. In the last 6

months of 2017 45 young people over the age of 14 were admitted to care whereas over the past 3 months only 14 young people over the age of 14 have been admitted to care. Whilst this is an improving picture more awareness raising work is required amongst the social workers to help them make more informed decisions as to the appropriateness of these older children becoming looked after.

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. The number of families identified as meeting the Troubled Families' criteria increased during March with 117 (compared with 70 in February) families identified. This figure represents the response to recommendations from the Troubled Families Unit who completed a spot check in July 2017. In order to be eligible for the attachment fees, Rotherham must engage with 633 families in 2017/18, a target which has more than been exceeded with the total number of families identified by the end of March reaching 1073 which as a percentage is 169% of the target. As a higher percentage of Early Help cases are now included in the Families for Change cohort 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 445 at the end of 2016/17 to 851 at the end of 2017/18. The proportion of children on a repeat CPP however is relatively stable at 8.7% compared to 9.2% at the end of the 2016/17 but continues to be higher than the target. This is likely to be a consequence of more timely escalations for children who are experiencing significant harm through parental neglect.

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. More recent evidence shows that whilst our proportion of children on a repeat plan in 2 years is at 8.7% the proportion of children subject to a repeat plan during their entire childhood is 24.6% which is an indicator of the extent of poor practice during the inadequate period.

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 do not follow any identifiable trend. CSE continues to be identified, investigated and prosecuted; and remains 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 new referrals which related primarily to CSE has seen a decline from 2016/17 (231) to 2017/18 (169). Quality assurance activity continues to be carried out in relation to CSE work in the borough (Evolve) and indicates that 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 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) - The increasing numbers of LAC on a national as well as regional basis do not positively contribute to placement stability. Market

saturation means that matching children with the right care has become increasingly problematic and many placements are made on the basis of the best or only placement available. Having said that, performance in respect of the 3 or more placements in a 12 month period has improved slightly once again and currently stands at 13.1% (March 18) as compared to a best position of 11.5% and worst position of 13.9% (August 17) over the past 12 month period.

The Rotherham Therapeutic Team continue to evidence positive outcomes from the Intensive Intervention Programme which is a programme of targeted support directed at those LAC assessed as being most vulnerable to a series of placement disruptions. An annual review report regarding the outcomes achieved will be provided to CYPS Director Leadership Team in July 2018.

Regarding the performance measure relating to those LAC in the same placement for more than 2 years the trend is an improving one rising from 59.2% in November to 61.3% at year-end though this is still below the year end figure of 2017 (64.1%). However, there is a risk that any success of the RCRC project may significantly and negatively impact on this performance measure given that up to 88 children in long-term placements may be discharged from care over the course of the next 12 months.

Ref No. 1.A8 – Reduction in the proportion of LAC commissioned placements - Given the increasing numbers of LAC, performance regarding the proportion of LAC in commissioned placements has declined to 50.5% (315 of 624 LAC). However, this decline is not significant and is at an identical level to what it was in October when there were only 267 LAC in the cohort. This indicates that the in-house Fostering and Placements team have become far more efficient in placing children within in-house placements.

To support this there are a number of initiatives being implemented to support in-house fostering recruitment including Mockingbird, Muslim Foster Carer recruitment and Challenge 63. In addition the Fostering Recruitment Duty System has been overhauled and all initial enquirers are 'kept warm' via regular contact and newsletters even if they decide that now is not the right time for them to foster. The dedicated marketing officer is also having a marked impact with regular stories appearing in the local press meaning that a Google search of Fostering in Rotherham now brings RMBC as the 5th entry and the first reference that is not a paid for advertisement – a significant improvement as compared to the very low social media presence the Fostering Recruitment team used to have. As a result the conversion rate from initial enquiry to approval has, over the past 6 months, increased from 11% to 16%. In addition whereas over 2016/17, 17 foster families were recruited providing 27 new placements in 2018/19 we are already forecast to recruit 14 foster families providing 16 new placements over the first half of the year. As a result the service is well-positioned to improve on last year's performance and reduce the ratio of LAC in external commissioned placements.

Ongoing risks and challenges ahead:

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.

The most significant risk remains the on-going level of demand for services across the whole help, protection and care system. 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.

However, as the above narrative details there can be increased confidence that there are fit for purpose plans in place to mitigate these risks. This mitigation will take some time to impact.

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 proportion of children and young people attending a good or better school in Rotherham has decreased during the last quarter of the year as a result of two schools receiving new OFSTED inspection outcomes which have declined from being ‘good’ to ‘requiring improvement’. Due to both schools having large pupil cohorts the new outcomes have reduced the aggregated outcome for this quarter.

Data for permanent and fixed term exclusions is now shared transparently in a number of ways; between schools and across the Social Emotional and Mental Health (SEMH) partnerships, within the half termly secondary Fair Access Panel meetings and at monthly Inclusion Performance Clinics led by Paula Williams. This is leading to greater challenge and awareness across the system, alongside an acknowledgement that Rotherham’s exclusion figures are not in line with local and national data, and the moral imperative that the exclusion agenda must become everybody’s business.

Conversions from Statements to Education Health and Care Plans (EHCP) continue to be monitored via Performance Clinics. The statutory deadline for completion has now passed (31st March 2018) and the completion of new referrals within the statutory timescale of 20 weeks will become the focus for the coming year.

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 and performance is currently 1% above the national average of 94%.	Ref No. 1.B3 - The number of young people aged 16-18 who are Not in Education, Employment or Training (NEET) - missed the target in March - 3.3% against a target of 3%.
	Ref No. 1.B4 (a) - Increase the number of Education Health and Care Plans completed in statutory timescales - 54% (Sep 14-Mar 18) 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 – The mandatory deadline of 31 st March 18 to have completed all conversions was missed. Significant plans have been put in place to support the service to complete the rest of the 23 conversions by the end of April 2018.

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% (August 16). However, the Rotherham local authority average decreased to 81.5% at the end of quarter 2 (September 17) increased by 2.5% to 84.0% at the end of quarter 3 (December 17) but decreased again by 2.8% to 81.2% at the end of quarter 4 (March 18). The published OFSTED inspection outcome for a secondary academy and primary academy both with large pupil cohorts has reduced the aggregated outcome for quarter 4. The previous inspection judgement for both schools was ‘good’ and they are now judged as ‘requiring improvement’. The latest comparison to the national average is 88% as of 31st August 2017.

The Assistant Director for Education and the Head of Education meet the Senior Regional OFSTED Her

Majesty's Inspector (HMI) and the Department for Education (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 Local Authority 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 (March 2018) shows 95%. Current data consists of 222 registered providers with 11 receiving requires improvement (RI) and no settings receiving inadequate judgements from Ofsted.

National data (December 2017) indicates 94%, and Yorkshire and Humber data shows 94.7% 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 fallen during quarter 4 in both the primary and secondary age phases in comparison with quarter 3. As exclusions are measured across the academic year, it is not yet possible to judge whether the use of fixed term exclusion has reduced in 2017/18 in comparison with the previous academic year 2016/17. However, indications are promising.

The secondary schools have continued to maintain their SEMH partnerships with varying degrees of success. Staff changes and new leadership in schools, alongside the influence of multi academy trusts, in particular those that operate beyond Rotherham, have all impacted on practice within the partnerships and it has become evident that the culture, leadership and ethos correlates directly upon the use of exclusion.

Data evidences that vulnerable groups including the Gypsy, Roma and Traveller community and young people with Special Educational Needs are more likely to be excluded in Rotherham. This is being addressed through the following actions:

- i. the creation of a joint education, health and social care 'Social Emotional and Mental Health Strategy';
- ii. reshaping of the Aspire Pupil Referral Unit provision to create early intervention alternative provision seeking to avoid exclusion, alongside creating turn around provision for those permanently excluded, as evidence suggests children have better outcomes when they remain connected to their local community;
- iii. the SEND Sufficiency Plan is addressing the need for Rotherham based SEMH provision for those pupils with Education Health and Care Plans;
- iv. a one day conference in June for school leadership, offering a substantial number of SEMH workshops designed to equip schools to develop more effective and inclusive early intervention for children with SEMH needs, who by their nature are vulnerable to being excluded; v) creating training opportunities for school leadership in partnership groups to address further understanding of this cohort.

Support for primary schools is being further developed through a strong focus on maintaining children within their local communities and enabling their schools to feel confident to meet need. This work is supported by the development of a Primary Outreach Team who will be developing their model and offer during the summer term (Quarter 1) 2018.

The close work between the Aspire Pupil Referral Unit and the Inclusion Department, with on-going

development of stronger links with the police, CAMHS and Early Help/Social Care is seeking to ensure a more holistic response to individual pupils.

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) - The 2017/18 annual measure was finalised in February 2018 with a NEET figure of 3.3% and a Not Known figure of 2.5% (target of 3.1% NEET and 2.6% Not Known). This gave a combined return of 5.8% (target was 5.7%).

The latest monthly comparison data available is based on the February return and shows;

- Not Known: Rotherham's performance at 1.3% was stronger than National at 2.7%, Regional at 2.1% and Statistical Neighbours at 1.8%.
- NEET; Rotherham's performance at 3.6% was slightly stronger than Statistical Neighbours at 3.8%, however, it fell short of the Regional at 3.2%, and National performance at 2.8%.

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

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. The monitoring of these two targets takes place fortnightly through an 'Inclusion Performance Clinic' 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 EHP's within 20 weeks has fluctuated over this year due to the necessary prioritising of conversions needed. 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 EHCP's saw improved performance). Quarter 3 performance fell to 40%, and Quarter 4 52% as conversions were prioritised and requests for new EHCP's continued to rise. Cumulative performance over the year therefore stands at 56.5%.

There was a statutory target to complete all conversions of Statements of Special Educational Needs to the new EHCP's by 31st March 2018. The team had 998 statements to convert. The Rotherham team completed 98% of all conversions by the due date with a small number of 24 more complex cases that were begun or in draft. These 24 have been further reduced to 21 at the time of this report and are the priority for the coming month. This is a significant achievement for the team and demonstrates accelerated progress, particularly from July 2017 when almost 500 plans remained for conversion.

Ongoing risks and challenges ahead:

Ref No. 1.B1 (a) and (b) - The DfE academy conversion programme still 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). Some schools can retain a 'requiring improvement judgement' for up to six years depending on their academy conversion within the OFSTED cycle.

There are a number of multi-academy trusts within Rotherham who work in partnership with the RoSIS, while some have made the decision to work with schools within their own trust and don't engage with the local authority. RoSIS continues to encourage all schools to work with the service and engage in best practice and is committed to retaining positive links and communication with all of Rotherham's educational providers whatever their status.

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) - The revised guidance on exclusion, issued September 2017 retained Head Teachers' rights to exclude pupils. This means that despite the SEMH partnership work and shared collective responsibility, there can be no guarantee that the use of exclusion will cease. Coupled with the strong progress, attainment agenda and Multi Academy Trust's varying approaches to behaviour and discipline, there is a high risk that exclusion will continue to be used in Rotherham. However recent press attention regarding Rotherham's high use of exclusion and the recent announcement (March 2018) of a DfE externally led review of exclusions should help act as a counter measure, alongside the implementation of a joint education, health and social care 'Social Emotional and Mental Health Strategy'.

Ref No. 1.B4 (a) & (b) - The 20 week statutory timescale for completing new EHCP assessments is now the priority as there is some backlog due to conversions previously being the priority. A realistic recovery plan has been put in place to improve performance over the year to meet national standards.

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

Lead accountability:

Terri Roche, Director – Public Health

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

Overview of progress:

Public Health (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
Q3 (Oct to December)	44
January 2018	8
February 2018	11

The KPI is to average 12.6 quits a month. However, for the 11 months to February the provider has achieved just below target at 12.1 quits a month.

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%, and Quarter 3 data 21.1%, all well exceeding the target of 17.0% (lower is better.) It now seems very 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 4 data is due July 2018.

Exceptions:

Good/improved performance:	Areas of concern:
	Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure) Provisional data for Q1 2017/18 (20.0%), Q2 (21.2%) and Q3 (21.1%) were all well above target (lower is better) It now seems very unlikely

	<p>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. An aspirational target of 18% has been written into TRFT service specification for 2018/19.</p>	
<p>Performance story/narrative:</p>		
<p>Council Plan action - Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles</p> <p>Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure) – Public Health are continuing to commission a specialist stop smoking service within pregnancy services. All pregnant women's carbon monoxide (CO) levels are taken (to detect smoking) at every visit to Midwifery. The Provider uses a robust 'opt out' system which refers all mothers-to-be who smoke to a Stop Smoking Midwifery Team for one-to-one specialist support.</p>		
<p>Ongoing risks and challenges ahead:</p>		
<p>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.</p> <p>Rotherham also has high rates of smoking in pregnancy as it is a deprived area and all smokers are identified. Every woman is CO (carbon monoxide) 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 3 2017/18 shows Rotherham has higher rates of successful quitters (CO validated) than Barnsley or Doncaster: (Rotherham 51%, Barnsley 31%, Doncaster 38%)</p> <p>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.</p> <p>The Service is also looking at a new model of working for 2018/19 to try and achieve more quits.</p>		

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

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.

Data for both opiates and non-opiates declined between 2015 and 2016 and had not improved by Quarter 2 2017/18. The latest available data for Quarter 3 for opiates shows improvement over Quarter 2 (from 3.5% to 4.4%) (higher is better) but is still well outside the local comparators top quartile and red RAG-rated compared to England. Therefore, opiates data is shown as an area of concern. Quarter 3 data for non-opiates shows further decline (from 36.8% at Quarter 2 to 34.6% at Quarter 2) and is also outside the local comparators top quartile (but similar to England). As it has been below target for the latest two quarters it has also been added 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 Q4 2017/18 opiates data has been outside LA comparators top quartile and also below England for Q1 to Q3 2017/18 e.g. at Q3 2017/18 Rotherham 4.4% compared to 6.7% for England (higher is better)</p>
	<p>Ref 2.A1 b) Successful completion of drug treatment (non-opiate users (aged 18-75)) Although data is not available for Q4 2017/18 non-opiates data has been outside LA comparators top quartile for Q2 and Q3 2017/18 (although similar to England)</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 (4.4% against a national rate of 6.7% as at Quarter 3 2017/18) and ranks outside local authority comparators top quartile range of 7.6% - 11.1%. 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.

The service has now successfully transferred across to CGL Rotherham (Change, Grow, Live) who will be operating a new service model that has been developed and trialled elsewhere to improve performance on opiate exits. Performance targets are set at 1.5% increases annually from the provider starting point (April 2018) based on 2017/18 Quarter 3/Quarter 4 position. This should bring Rotherham back into local comparators top quartile (assuming no significant upward shift across comparators) by 2020. The current priority is for the safe and effective transfer of patients with minimal disruption and continuity of prescribing until new clinical reviews can be set up for all patients.

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 3 2017/18 34.6% had successfully completed compared to 36.8% nationally. This was below LA comparators top quartile range of 40.0% - 44.7% This is expected to increase alongside the opiates target.

Ongoing risks and challenges ahead:

See 'Performance story/narrative'.

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 performance of Adult Care in 2017-18 is positive; eight of the nine indicators have seen an improvement when compared to the previous year. Targets have not been achieved for five of the indicators but the direction of travel is positive and will continue in 2018-19 as actions from the Adult Care Improvement Plan continue to be implemented and embedded in practice, policy and procedures.

The Directorate continues to develop enhanced performance and financial reporting to support the Adult Care Improvement Plan. The Insight Dashboard gives a clear representation of activity, service and cohort data. The data cleansing specialist is now in place and is working to identify and rectify data quality issues whilst sharing learning with workers and teams to prevent future issues reoccurring.

Exceptions:

Good/improved performance:	Areas of concern:
<p>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 of 98.5% has improved on previous quarters (96.2% Quarter 3, 97% Quarter 2) and has exceeded the 80% target set.</p>	<p>2.B8 All age numbers of New permanent admissions to residential/nursing care for Adults. Performance of 351 has not met agreed target of 315 admissions.</p>
<p>2.B2 No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population adults (over 18 years) (Priority measure). Performance at Quarter 4 of 358 (738 enquiries) has demonstrated continual improvement and exceeded target set</p>	

of 250 (511 enquiries).	
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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 Q4 continues to be significantly above the 80% target at 98.5%. Staff continue to pro-actively work with adults at risk of any safeguarding concerns, ensuring they are at the centre of any enquiry. Staff will continue to ensure the outcomes people wish to achieve are recorded and captured throughout the safeguarding process. Although there has been a decrease from reported high of 99% in Quarter 1 and Quarter 2, the numbers not achieving outcomes are very low. 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 Quarter 4 of 358 per 100,000 population relates to 738 completed enquiries which have been completed in 2017-18

Quarter 4 data demonstrates that target has been achieved, Actions taken by the Adults Safeguarding Board 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) - Performance in Quarter 4 remained in line with Quarter 3; the target of 2,750 set for this indicator has not been achieved despite a range of improvements to the information and advice offer which have been implemented in 2017-18.

The range of support and advice from other professionals based within the Single Point of Access Service has been strengthened and improved in 2017-18 to include; access to Social Workers, Voluntary Sector Advisor, Assessing Officers, Information Advice and Guidance Officer, Carers Support Officers and Occupational Therapists which has enabled an improved offer for information, advice and guidance at the first point of contact to professionals and members of the public.

This has been further expanded to include a pilot which is providing access to mental health professionals and reablement. The success of these projects will be evaluated in 2018-19 and will inform the future information and advice offer.

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)

Year-end performance at Quarter 4 is below the year-end target of 22% although represents a slight improvement on 2016-17. There were 613 people in receipt of a direct payment as at 31st March eligible for inclusion in this indicator, 859 people have benefited from a direct payment in year.

The Council's performance on direct payments is poorer than neighbouring authorities; a working group led by the Assistant Director of Independent Living and Support is now in place to evaluate current practice, shape process, and deliver improvements moving forward to ensure the offer of a direct payment is embedded to give the individual choice and control over care and support.

Ref 2.B5 Number of carers assessments

Performance in Quarter 4 increased with 563 people having a carers or a joint carer assessment. This indicator is being revised in 2018-19 to capture single carer assessments only to follow more closely guidance detailed in the Care Act.

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)

The Council has further increased its capacity to provide reablement services by commissioning an external provider (Human Support Group) to work alongside the 'in-house' provider. Between them the amount of hours available has increased since November 2017; allowing the Council to accommodate more customers and realise their potential for independence. On average the Council supports in excess of 100 people each week. These changes have positively impacted performance in 2017-18 with a 20% increase in people being offered reablement as part of the hospital discharge process.

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 - Indications are that this measure continues to perform well. Quality assurance as part of year end statutory returns is likely to impact year end score as in year performance updates have been extracted from in-built LiquidLogic performance reports which exclude a proportion of activity (Externally commissioned provider). Data captured as part of the Adult Social Care Outcomes Framework 2B reporting process which also provides data behind the Council Plan measure 2.B6 indicates outcomes of reablement being positive for people with over 83% living in their own home 91 days after reablement commenced.

The reablement service now includes an Occupational Therapist. This promotes more strengths-based approaches to support planning, facilitates robust management of risk, and promptly identifies and provides appropriate equipment. This is supported by the overall promotion of Assistive Technology and use of the wider community assets in promoting the customer's independence and wellbeing. These actions further support the individual at home without the need for ongoing support or with a reduced package of care.

New ways of working have been introduced: weekly Multi-Disciplinary Team (MDT) discussions of all customers on service allowing for faster throughput of customers. This releases capacity in the system to accommodate further customers and also ensures that the solutions to on-going needs are holistic and shared with partner agencies.

In keeping with the Rotherham Place Plan, the Council is working with colleagues in Intermediate Care, locality therapy teams and community nursing teams (including Fast Response) to better align our services. This is with a view to embedding the 'home is best' principle and ensuring this is reflected at all points in a customer's journey. This also focuses on preventing admission to hospital or facilitating speedy discharge from acute/other bed-based services, as well as improving the customer experience so that services are 'seamless' (reducing silo working). This work will identify obstacles to progress across the system as well as good practice, so that future service models are well informed and sustainable.

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) - A continuation of the increased rate of admissions experienced in Quarter 3 has

impacted performance into Quarter 4 and has resulted in the target rate not being met. An increased number of discharges in to short term placements to alleviate pressure in the health system are thought to have contributed to this increase rate; as review of these placements to support people to live independently (where appropriate) did not occur in a timely manner.

The number of younger adults becoming permanent in residential/nursing care remains high (24) which has been impacted by increased complexity of individuals requiring care and support.

Ref 2.B9 All age total number of people supported in residential/nursing care for adults (Priority Measure)- Performance improved slightly in Quarter 4 with a slight reduction in numbers (3) supported in a residential/nursing placement but did not meet the target of 1,000.

The Councils drive to reduce residential/nursing placements is a key priority of the Adult Care Improvement Plan and actions to improve progress on this key action in 2018-19 include:

- Locality teams working in geographically defined areas. This will enable workers to have better oversight of the customers they support and the communities which they work in;
- A review team is now in place supporting the reassessment programme. This will enable targeted review work to be implemented;
- Development and review of policies and procedures;
- Implementation of a Practice Quality Assurance Group, this will help develop and strengthen professional practice.

Ongoing risks and challenges ahead:

Continued budget pressures, delivery of the Adult Care Improvement Plan actions and embedding of the strength based approach impacted on the overall attainment of the Council Plan targets for 2017/18.

Actions linked to the improvement plan are expected to improve performance in 2018-19 as priorities are realigned and the strength based approach further embeds in practice.

Complexity of new cases; in 2017-18 the Council supported an increased number (13.1% on 2016-17) of individuals with complex care and support needs. Targeted actions around demand management and assuring financial stability are being developed as part of the Medium Term Financial Strategy.

The development of a wider range of commissioned solutions through market shaping and procurement to support alternatives to traditional care and support individuals to remain living at home.

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:

This quarter has again been affected by system changes by South Yorkshire Police used to gather the statistics which form the basis of the Councils measures in tackling Anti-Social behaviour, Hate Crimes and domestic abuse.

The Licensing service continues to progress towards 100% compliance in all 4 components that demonstrate adherence to the Councils Hackney Carriage and Private Hire policy. The Council also continues to assist efforts nationally to drive up standards to the Licensing framework.

During 2015 and 2016, the LGA undertook four polling surveys to find out what residents of Rotherham Metropolitan Borough Council (RMBC) thought about the council and the borough in general.

Following the LGA’s withdrawal of direct support related to resident satisfaction, the Council paid to repeat the survey in June 2017 and again in February 2018, in order to consider the extent to which the views of residents have changed over time.

The most recent survey (Wave 6) was conducted between 16th and 28th February 2018 and the Rotherham sample was made up of a statistically representative random sample of 517 Rotherham residents (aged 18 or over) who were polled by landline telephone using quotas set by age and gender.

Wave 6 of the survey indicated 75% of respondents feeling ‘very satisfied’ or ‘fairly satisfied’ in their local area as a place to live against 56% who were ‘very satisfied’ or ‘fairly satisfied’ with the Rotherham Borough as a place to live.

Exceptions:

Good/improved performance:	Areas of concern:
	<p>Ref No 3.A5 b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live - 56% of respondents said, overall, that they were satisfied. This is the lowest level of satisfaction so far recorded. Communications strategy being developed which should lead to a better public perception of the council and the borough.</p>
	<p>Ref No 3.A1(a) Public Perception of ASB. – 33% of respondents saw ASB as a problem in their area. This missed the target for the year of 27% who saw ASB as a problem, however the % has decreased by 2% from Quarter 1 to Quarter 4.</p>

Performance story/narrative:

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

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

Quarter 4 the number of people surveyed who thought that ASB in their area was a 'big, or fairly big problem' increased by 1% compared to the same period of the previous year, whilst showing a 1% improvement on Quarter 3.

Although recorded ASB has reduced significantly over the period, improving people's perceptions remains a challenge and has been identified as a 2018/19 priority for the ASB sub group of the Building Confident and Cohesive Communities strategic group of the Safer Rotherham Partnership.

b) Since Quarter 2 the number of callers that meet the repeat caller criteria has shown a steady reduction to 63 for Quarter 4. Focus and management of repeat victims takes place at the joint Police/Council Tasking & Co-ordinating and Thrive meetings and the steady reduction is seen as a sign of success of this focussed approach.

Ref No. 3.A2 Increase the % of positive outcomes for reported Hate Crimes – Reliable data in respect of outcomes for hate crime cannot be provided at this time by South Yorkshire Police due to the change to the new 'Connect' system. These issues were highlighted at the SRP Board meeting on 9th April by Supt Steve Chapman, and Cabinet Member Councillor Hoddinott has written to the Police and Crime Commissioner and the Chief Superintendent to raise the issue. In addition the Strategic Director for Regeneration and Environment has spoken to Superintendent Odell to try to resolve the issues. The most up to date data on positive outcomes was produced for Q3.

The following tables show recorded hate crimes and hate incidents in Rotherham for the last three financial years:

Type	15/16	16/17	17/18
Recorded Hate Crimes	231	344	515
Hate Incidents	165	226	123
Total	396	570	638

This return shows that although reported hate crimes are rising the period 2016/17 to 2017/18 has seen a decrease in actual recorded incidents. This highlights a positive trend whereby the number of incidents is falling, but the number of people willing to and having the confidence to report hate crimes has increased.

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 have been 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 304 people from a variety of economic backgrounds. As the client being supported to feel safe and having a safe place to live is paramount, the measure determines the success achieved in supporting the clients to avoid harm, maintain and secure accommodation.

Although the percentage of those kept safe has increased to over 99%, the accommodation related outcomes have seen a decrease this quarter. This occurs when there are occasions where resident are asked to leave the refuge due to serious breaches of their license agreement. When this happens the service will work with them and other agencies to find alternative accommodation but this is not always a place where they are able to settle long term, it may be another refuge, hostel or B&B.

The peer review of Domestic Abuse services commissioned by the Safer Rotherham Partnership and led by Bradford Metropolitan District Council, in partnership with the Association of Directors of Children's Services took place on the 25th January 2018.

The assessment day included presentations from the Rotherham team and interviews and focus groups with up to 60 multi agency staff and service users. Initial feedback indicated many areas of good practice along with some areas that could be improved.

The peer review teams report was received at the end of April and a response to the report will be formulated at the Safer Rotherham Partnership Board meeting in June 2018.

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) - Adherence is measured based on licence holder compliance with four key elements of the Hackney Carriage/Private Hire Policy. The four elements are:

- 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 BTEC or equivalent qualification.

Performance in relation to the first three requirements has consistently been at 100% for the whole of the current year, and has remained so during the final quarter. Performance in relation to the fourth element (achievement of required qualification) has improved over the year and is now at 99% (from 94% in Quarter 3).

Performance in relation to the number of drivers that hold the BTEC or equivalent qualification has improved due to enforcement action that has been taken by the Licensing Service, which included the suspension of licences where the holder had not provided evidence that they met the qualification requirement (or had enrolled on a suitable training course).

To date, 29 hackney carriage/private hire driver licences have an active suspension in place (meaning that they cannot work as a licensed driver). This equates to 2.8% of current licence holders. All these licence holders have returned their licences to the Council and operators have been informed that the drivers must not be allocated work.

Of the 1004 drivers with active licences, 980 have provided the Council with copies of their certificates, which equates to 97.6%. In addition, confirmation has been received from approved trainers stating that 14 drivers have passed the qualification, but have not yet received their certificate (the certificate can take a number of weeks to be issued by the awarding body). This means that 994 drivers can be considered to meet the qualification requirement (99% of active drivers).

The remaining 10 drivers have been contacted and will be asked to provide evidence of them passing the qualification; this should be received by the Council by the 31st May 2018.

Since the provision of the Quarter 4 performance information – 2 of the 10 drivers have provided evidence that they meet the qualification requirement, and one licence has expired. There are therefore 7 drivers that are currently driving that have yet to provide us with evidence that they meet the qualification requirement. These drivers are now being sent letters that give them until the 31st May 2018 to provide evidence that they hold the qualification or they will face immediate action to suspend their licence.

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

- As a result of recent enforcement officer appointments, the amount of recorded enforcement activity has increased by almost 300% since the end of Quarter 2. This has resulted in an increase in the number of formal enforcement sanctions taken following the receipt of complaints/concerns. Key highlights include:
 - 12 statutory suspension notices issued in relation to vehicle noncompliance issues.
 - 4 driver licences revoked or suspended due to concerns regarding their fitness to hold a licence issued by Rotherham MBC.
 - 2 Private Hire Operators were issued with formal warnings regarding their activities, a further 5 were dealt with informally. Four investigations remain ongoing.

- 6 multiagency/proactive operations were undertaken across the range of licensing functions (including licensed premises).
- Officers from the Council's Licensing Service have been actively involved in several pieces of work that are of national significance, these include:
 - The development of a national database of applicants that have had their licence application refused, or licence holders whose licences have been suspended or revoked. This will make it more difficult for individuals to obtain licences in one part of the country with the intention of working in another local authority area.
 - The Council have lobbied central government and made representation to a Department for Transport working group to highlight their concerns regarding cross border working and the risks that this activity presents to passengers.

Council Plan action – Rotherham Residents are satisfied with their local area and borough as a place to live

Ref No 3.A5 a) How satisfied or dissatisfied are you with your local area as a place to live - 75% of respondents in Wave 6 reported feeling 'very satisfied' or 'fairly satisfied', the lowest so far recorded and lower than the proportion observed nationally, for the same period (81%). Seasonal factors may have had a negative impact on perceptions in February 2018. Younger respondents (aged 18-34 years) were significantly less likely to report being 'very satisfied' than average. People from the lowest social grade were more likely to be dissatisfied with their local area which may reflect the more deprived neighbourhoods they are likely to live in. People aged over 65 years are most likely to be satisfied with their local area and women are more likely to be satisfied than men.

Ref No 3.A5 b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live - 56% of respondents said, overall, that they were 'very satisfied' or 'fairly satisfied' satisfied. This is the lowest level of satisfaction so far recorded and ten per cent below Wave 4, although there has been considerable variation between waves.

The variation in satisfaction with the Borough as a place to live differs from residents' more consistent satisfaction with their local area as a place to live (Measure 3.A5a above). Residents are significantly more satisfied with their own local area (average 79%) than the Borough as a whole (average 63%). This could reflect the lower levels of optimism about the future of Rotherham as a place to live and in particular the future of the town centre.

Within Wave 6, respondents aged 65 and above were most likely to feel satisfied with Rotherham as a place to live, and to a lesser extent those aged 55-64. Respondents aged 18-34 were least satisfied with Rotherham as a place to live. Dissatisfaction was highest amongst people aged 25-54 and skilled workers which suggests that this might be linked to employment opportunities.

This question was not asked in the previous survey so there is no data for Wave 5. There is also no national comparison for this question.

A new communications strategy is being developed with an emphasis on improving forward planning, which will lead to improvements in the council's proactive marketing and communications activity which should lead to a better public perception of the Council and the borough.

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

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. 2017-18 is a baseline year so trend data will be built up over next year and beyond.

Performance during the year has been consistent, with around 100,000 engagements each quarter, suggesting that this work is not seasonal but year-round. The activities included are wide ranging and demonstrate the breadth of informal learning and personal development opportunities delivered and enabled by the Service. - from babies and families attending Rhymetime sessions in libraries (8,000+ during the year), to family fun and craft activities at heritage sites (1,500+), to help with ICT in libraries (16,000+), to activities in Leisure facilities (280,000+), to instructor led activities at Rother Valley Country Park (5,700+) and coach led activities in the Active Rotherham sports development programmes (29,000+).

There is evidence to demonstrate that these engagements are potentially life-changing, offering opportunities to develop skills, build experience and enable people to reach their potential.

Case Study: Active for Health 'Community Buddy'

Nathan found out about Active for Health through his Key Worker at the Job Centre. He was looking for volunteering opportunities where he could develop his experience and build up his skills to support his chosen career as a Personal Trainer. Nathan applied to be a Community Buddy in August 2017. He attended an interview and induction for the role of a community buddy on 21st August. The application process took a few weeks to receive references and complete DBS checks. Once this was complete Nathan began his volunteering with Functional Fitness supporting 4 sessions a week. Nathan is gaining valuable experience working alongside Level 4 instructors on the Stroke, Chronic Obstructive Pulmonary Disease (COPD) and Musculoskeletal (MSK) (pathways).

Nathan currently volunteers for 5 hours a week on the Stroke, COPD and MSK pathways. He is hoping to be able to expand his volunteering to the Falls and Cancer pathways in due time to gain further background in these conditions. Nathan has enjoyed talking to patients, helping them with their exercises and making sure they are doing them correctly. He also said that he enjoys the social side of the programme and feels he can have a laugh with the patients, which makes it an enjoyable experience. This opportunity has helped to develop Nathan's confidence and communication skills. He also said his time keeping has improved as he needs to be at venues to help set up equipment and to support with the planning for the sessions. He feels well supported and gains feedback from patients and the instructors he is working with.

The next step for Nathan is to complete his Level 3 Exercise Referral course which is being funded through Active for Health. He is due to start this course in April 2018. Nathan has also been offered a position with Functional Fitness to become an Assistant Instructor (once qualified at Level 3) and is currently looking for work as a Personal Trainer in Rotherham.

Case Study: Mowbray Library Job Club

Libraries work with a range of partners to deliver their learning and information activities. One of these partners is the Workers Educational Association (WEA), which is the largest voluntary sector provider of adult education in the UK. At Mowbray Library, the WEA are delivering a weekly class for people who are struggling to find work due to lack of confidence, skills or qualifications. The class is run by Maxine, who has had direct experience of the issues, in that she left school without GCSEs or A Levels and went on to obtain a teaching qualification. Maxine's group learn IT skills, how to make job applications and how to work as a team. The important role of libraries as safe, trusted spaces for communities to come together is often highlighted:

"(In the past), people lived, drank, worked together. But those communities aren't there anymore".

Richard, in his 40s, who attends the group, says he's been living more or less like a "recluse", sometimes struggling with depression and finding it difficult to get out of the house. This WEA class had given him a sense of purpose and friendship, as well as help him learn the practical skills he needs to be able to return to work.

"We all need respect. Everyone should have a chance," says Shane, who is part of the student group.

He doesn't want anyone looking down their noses at people trying to find work or training for a fresh start.

In Rotherham, 12% of the working-age population have no qualifications. Research into the impact of WEA courses has shown big improvements in employability and positive benefits for those with mental health conditions. Parents reported being more confident with helping their own children to learn.

Ref No. 3.A7 Customer satisfaction with Culture, Sport and Tourism Services

2017-18 is a baseline year and customer feedback systems and methodologies are being reviewed and rolled out across services. This includes an assessment of the most appropriate ways to capture feedback received via social media, which is forming an increasing proportion of customer comments, notably Heritage Services – which incorporates comments from Trip Advisor, Facebook and Visitor Finder. The Events and Clifton Park and Museum Teams also capture feedback from Facebook on events delivered in the Town Centre and at the Park and Museum.

Satisfaction with Parks and Open Spaces is assessed via a 2 yearly survey at Clifton, Rother Valley and Thrybergh Country Parks. The survey in 2017 has shown a very high satisfaction rating of 82.65% (0.65% above the target) demonstrating the Green Spaces Service commitment to delivering high quality experiences whilst still making a significant contribution to the Council's budget savings targets. And there is an incredible 95% satisfaction rating at the Leisure Facilities which builds on a previous score of 87%.

A particular achievement was the retention of Green Flag 'People's Choice' award. Clifton Park is one of only 6 parks nationally to retain the title, the only park in Yorkshire to have achieved this 2 years running, and one of only 2 parks in the North to have made the Top Ten – demonstrating that Clifton Park is indeed one of the nation's most loved parks.

Individual compliments received across all of the Leisure, Tourism and Green Space services include:

- 'First time visiting for me and it was fab! Well done to all involved, will definitely be back next year'
- 'Just watched our daughter's gymnastics Christmas show. it was brilliant, the gymnastic staff don't get enough credit for what they do with the kids'
- 'Harry and me had a great time, atmosphere was brilliant'
- 'We came both days and even though it rained most of Saturday it was still a fab day!'
- 'What can I say other than a great show thanks to the very special events team! Well done ladies yet again'
- 'What a fantastic night; the lights, entertainment, the street market, the children rides and the atmosphere was the best we've had in the last few year's events. Well done RMBC, you did us proud this year'
- 'Lauren's boot camp class on a Sunday is fantastic. It is growing in numbers each week and is really motivational keep this class'
- 'All staff on duty today have worked really hard cleaning all the poolside and sauna area. It was spotless by the time they had done and they did a great job'
- 'I came to the step class, my 1st visit after not doing this form of fitness for year. Joanne Bentley was brilliant who covered Rebecca's class. I will be attending this class in the future'
- 'We had a great time. Kids really enjoyed it. Looking forward to the next one'
- 'Powerboat Event - helpful staff and excellent venue at Rother Valley Country Park'
- 'Thanks - large Tree on council land next to property. Happy with service'
- 'Brilliant to see the council promoting the arts and investing in the town centre. Have noticed a huge change in the town centre'

Customer satisfaction within Libraries and Neighbourhood Hubs has remained high throughout the year, at between 98.09 and 99.76%. This is reflected in individual compliments received (taken from Q4):

- "Thank you to who was professional and helpful when I needed advice and support"
- "I just wanted to follow up on the amazing experience that your staff.....provided for us at the Riverside library on Tuesday 23rd January 2018. The children were fascinated to learn about how the library works and how the books are put in order. The activities were spot on for the children and they enjoyed the time given to them to explore the children's section. The librarians today provided a

fantastic experience for them and I'm sure this will contribute to their continued love for reading"
"Thank you for being so welcoming and supportive - you make it so much more than just a library"

Individual compliments received relating to the Civic Theatre include:

"(Pantomime) Just been the panto with my family, absolutely FANTASTIC!!!! Haven't laughed so much at a show before, the entire cast were fantastic and all talented in their own right but oh my days "silly billy" you absolutely stole the show!!!"

"First time visiting this theatre. Easy to park. Polite staff. Good view from seats. Watched production of Hairspray - a great show with some fabulous singers! Would definitely look at what shows are on in future and visit again!"

"Watched my daughter in the wind in the willows yesterday and had a fantastic time! It was my first time here n I'd definitely book again"

"Brilliant venue-hasn't lost its sense of tradition either. Second visit in as many months! Comedy club is fantastic, we will be back."

"(Brassed Off) – visited with friends and husbands, pre-dinner dining at the Wharnccliffe – Best performance I've seen this year, brass band very very good."

Individual compliments received relating to Heritage Services include:

"Sand, water, rides, train, crazy golf, play areas, museum and cafe. Felt like a day at the coast whilst enjoying a picnic. So much more also to do. We love it here x"

"Good things in small packages.

I titled this the above, because it is as it says. This little gem has some interesting exhibits in it and is just the place to take youngsters to show them what museums are about. It has plenty to see, some Egyptian and I like the architecture of the building itself. Rotherham does not have a lot like the big cities, but we have quite a few nice places to visit, and for free. Worth checking out before you go and this has the added adventure of a big park close by, which is great for kids to run around in and play in the park, a picnic basket comes in handy and on occasions I have seen fair rides there and ice cream vans. Check out Rotherham for other places, but first pay a visit to our little museum."

(From a care home) "Absolutely amazing session enjoyed by residents and carers so many giggles shared."

Ref No.3.A8 Pedestrian Footfall in Town Centre

The closure of Primark in November 2017 has had an evident negative impact on footfall, resulting in an average monthly decline of 40% alone on High Street (and 19% overall from 2016-17 to 2017-18), highlighting the significance of this key anchor retail store. The rest of the town centre saw a decrease of 12.56% compared to 2016-17.

It is worth noting the decline is reflected at a national level as shopping habits continue to change, with all regions across the UK witnessing a notable slump in footfall in December (Source: Springboard).

As the Town Centre Masterplan comes to fruition, it is anticipated that the developments may help to reverse the decline in footfall.

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

More than 3.2 million visits took place during the baseline year of 2017-18. This includes libraries (500,000+), Clifton Park Museum (110,000+), Civic Theatre (86,000+), parks (1,000,000+), events (69,000+), leisure centres and other facilities (1,200,000+). Unsurprisingly, visit numbers in some locations were affected by poor weather and seasonal opening during Q3 and early Q4.

All Services continue to evaluate their service offer and to work in partnership to increase participation and engagement, particularly within under-represented communities. Services are working with colleagues in Rotherham Cultural Education Partnership to jointly plan, deliver, publicise and evaluate programmes of activities.

Case Study: Rotherham Back to Netball (women and girls)

Rotherham Leisure Complex's Back to Netball session was chosen by Yorkshire Netball as a leading

example of a successful programme. Having set up the sessions just over 2 years ago initially through some funding, they have gone from strength to strength and the Centre is now running 2 Hours a week to accommodate the demand. The Back to Netball sessions attract 20-30 women and girls each week, and has proved to be a great success for the leisure centre in attracting new people who don't usually come into a leisure centre environment. Off the back of the weekly sessions 4 new teams have been formed that are now playing in the Sheffield League and some of the players still attend the weekly Back to Netball Sessions, using it as training, but mainly for the social and team aspect of the sessions. After receiving the photos back from Yorkshire Netball and sharing these with the attendees, it is clear to see that the sessions really have brought people together, friendships have been formed and it has got more women and girls back to playing netball.

Quotes from participants / coaches:

"These just show how much fun we have"

"Fab Pics Ladies"

"These are so good, some great shots. It really shows how much the Ladies enjoy the sessions and that we have fun at the same time"

Case Study: Mowbray Gardens Library

Situated in the most deprived ward in the Borough, Mowbray Gardens Library works with a wide range of partners on specific projects in order to increase participation, bring people together and break down boundaries. Projects include:

Flourish

This project focusses on people with low level mental health issues or who are suffering loneliness and isolation. Flourish uses art-based activities such as storytelling, creative writing, poetry and painting in collaboration with guest poets and artists who have the experience of working with those with mental health issues. The course challenges the stigma about mental health. It creates an empowering, safe space for participants to be seen as co-creators of knowledge whose unheard experiences of distress can inform the larger narratives about 'recovery'. It has drawn out unknown or unrecognised talents in people and boosted self-confidence.

Working with Home Group

This group host weekly drop-in sessions: one for men and one for women. The men's group works primarily with Council tenants with Asperger's or on the autism spectrum. The help and support they provide helps sustain tenancies and increase people's self-confidence and ability to interact with others. The changes in people are a delight to see. From first joining as very reserved individuals who may avoid eye contact, they develop more confidence over time. The group have gone on to help support the library with charity fundraisers and seasonal celebrations.

Butterfly

The Butterfly Project raised awareness of and addressed child sexual exploitation (CSE) in Asian households. It was carefully designed by local Pakistani-heritage women to give women from the local Asian community information about CSE. The library community group (MVNA) applied for funding from South Yorkshire Community Foundation to pilot the tool kit. Women were initially engaged through arts and crafts sessions to create a non-threatening environment. The subject matter was then gently introduced. The sessions were so successful they were broadened out and delivered to other BME groups too. From its launch at Mowbray Gardens library, the Butterfly Project was subsequently delivered to groups in other areas, with MVNA securing additional funding through Safer Rotherham Partnership and the South Yorkshire Police and Crime Commissioner.

Ongoing risks and challenges ahead:

It is recognised that the Culture, Sport and Tourism sectors can contribute to a number of strategic outcomes, including:

- The economy of the Borough, supporting regeneration, neighbourhood working and place-making, building talent and skills and driving the development of the creative industries and the visitor economy
- Restoring civic pride, transforming perceptions of the Borough and rebuilding Rotherham's reputation

- Social outcomes: strengthening community cohesion, building empathy, reducing isolation, improving quality of life and enabling personal growth
- Enhancing health and well-being: encouraging physical activity, strengthening emotional resilience and positive mental health.

It is anticipated that the development and adoption of Rotherham’s Cultural Strategy during 2018-19 will offer additional opportunities to embed evaluation more effectively across the work of the service and our partners. This will enable the Council to better capture the impact of culture, leisure and green spaces on the lives, communities and economy of the borough.

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

Lead accountability:

Damien Wilson, Strategic Director – Regeneration and Environment

This quarter has seen both measures highlighting the Councils efforts to combat fly-tipping and other environmental crime exceed their targets with a total of 42 fly-tipping prosecutions and 6,673 fixed penalty notices being issued.

The Council has used new initiatives and used powers for the first time this financial year to help achieve this impact. This has included seizing vehicles which had been used in the commission of fly tipping and other waste offences and taking advantage of an increased CCTV capability, utilising funding from the Council, Parish Council’s and grant funding.

Although bad weather has impacted on the ongoing quarter on quarter improvement in missed bin collections the measure has seen a reduction from in the number of missed bins from 2016/17 and the return of 42.21 compares very favourably against the national average assessed by the Association for Public Service Excellence (APSE) of 61.12 missed bins per 100,00 for reporting authorities.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No. 3.B4 Number of missed bins per 100,000 collection (priority measure) – 51% for Quarter 4 was still under the target set of 60 despite poor weather during the quarter. The cumulative yearly outturn was 43.21%.</p>	
<p>Ref No. 3.B2(a) Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions) A cumulative outturn for the year of 42 prosecutions achieving a greater than 50% increase on the previous year</p>	

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 latest available information for the national average condition of the principal (A roads) and non-principal (B and C roads), which are in very poor condition and in need of repair is 3% and 6% respectively.

The Council’s principal and non-principal roads – A roads and B and C roads – which are in very poor condition and are in need of repair is currently 2% and 5% and this is a combined length of 554km of the adopted highway network.

Therefore the Council's principal and non-principal network – A roads and B and C roads – are in a better condition than the national average.

Ref No. 3.B1 (c) % of unclassified roads in need of repair (Priority Measure)

The latest available information for the national average condition of the unclassified roads network, which are in a very poor condition and in need of repair is 17%.

The Council's unclassified roads network, which is in very poor condition and in need of repair is currently 23% and this is 716km of the adopted highway network. The Council's unclassified network in 2014/15, which was in a very poor condition and in need of repair was 24%.

Therefore the Council's unclassified roads network is currently not in as good a condition than the national average. However, the Council has recognised this and has provided an additional investment. Accordingly this is the start of the second year of a three year award of £10m. Given the size of the network and the percentage difference between the Council's unclassified network and the national average, it is hoped the investment will continue to arrest the deterioration of the unclassified network.

Ref No. 3.B2 a) and b) Effective Enforcement action taken on Fly-tipping and other Enviro-crime (priority measure) This year significant progress has been made with investigation and enforcement tools for environmental crime offences. With regards to fly tipping enforcement the use of fixed penalty notices has increased for smaller offences and there has been an increase in the number of prosecution cases being brought for fly tipping and other waste offences. There have been 14 fixed penalty notices issued and 28 prosecution cases developed for fly tipping and other waste offences. This year the Council used new powers for the first time to seize 15 vehicles which had been used in the commission of fly tipping and other waste offences.

The Council has an increased CCTV capability, joining together resources funded by the Council, Parish Council's and grant funding to enable a significant number of CCTV cameras, which can be placed on lamp posts to deter and detect fly tipping as well as more covert equipment to catch fly tippers in the act. This has resulted in the objective for the financial year being exceeded. This will be enhanced in the next financial year with the realignment of services within Regulation & Enforcement to further focus on organised crime fly tipping and ensure there is a more consistent and joined up approach to enforcement and working with partners.

With regards to litter enforcement the contract has resulted in a significant enforcement capability and more than 6,500 fixed penalty notices for litter and dog fouling this financial year which appears to have had an impact on the street scheme of the town centre and has raised the profile of the issue significantly.

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 - 21 complaints have been received in Q4 in the areas shown above, bringing the cumulative figure to 84 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 for Street Cleansing of 2 and Grounds Maintenance of 0. This reduction has not been sufficient overall with Waste receiving 19 during the period, Waste has seen a particular focus by the public during the consultation period December and January.

Although the target has not been achieved this indicator has very small margin for change, with these services undertaking millions of operations per year within the public realm.

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 showed an improvement over the same period in 2016/17. A reduction from 46.92 full year performance in 2016/17 to 42.21 full year performance 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 4 performance of 51.06 was worse than Quarter 3 but this was due to adverse winter weather and snowfall affecting collections for over a week. Our year to date figures equates to only 0.042% 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 has met its target of recycling 45% of all household waste collected by the authority in 2017/18 with an anticipated year end recycling rate of 46.11%

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:

The increased level of fixed penalty to £150 for littering may have an impact on payment rates and income in the forthcoming financial year. This has been considered as part of the fees and charges setting process in March 2018.

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:

Rotherham's economy has performed well over the last year with over £120m of investment leading to the creation of over 1,000 jobs having been announced. The Advanced Manufacturing Park continues to act as a magnet for investment and business confidence for the year ahead remains robust. The UK Powerhouse study, produced by Irwin Mitchell and the Centre for Economics and Business Research (Cebr) showed Rotherham continued to outperform other regional economies to maintain its position as one of the fastest growing economies in the UK. Rotherham's year-on-year GVA* growth rate of 1.4% placed it just outside of the overall top ten best performing UK economies in Quarter 4 2017.

(* Gross value added – the total value of goods and services produced.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 4.A1 Overall number of businesses in the Borough - The total number of businesses in the borough has risen by 420 over the year.	
Ref No. 4.A7 Narrow the gap to the UK average on the rate of the working age population economically active in the borough (Priority Measure) - Gap to UK average for the economically active rate has fallen from 4.3% in 2016/17 to 2.1% in quarter 3 2017/18 (note – the most up to date data available is for the previous quarter).	
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 Overall number of businesses in the Borough – The number of businesses in the Borough has risen from 6,810 in December 2016 to 7,230 at the end of 2017.

The Rotherham Investment and Development Office (RIDO), has assisted 22 new growth enquiries over Quarter 4, supported 65 SMEs and delivered 27 business assisted outputs. Strategic development work has been initiated with 3 Rotherham based companies and two further businesses have secured a total of £2.3 million of funding from Sheffield City Region's Business Investment Fund.

Other activity supported includes:

- Continuing work with McLaren, involving a supply chain event with small and medium-sized enterprise suppliers in the region;

- The Get up to Speed with STEM Event held at Magna Science Adventure Centre on April 18th, attracted over 2500 pre-registrations, over 80 exhibitors and many local Rotherham companies. The event was aimed at filling the skills gap in the engineering and related sectors and also had a business to business element.

Ref No. 4.A2 - Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old) (priority measure)- 58 businesses were started in Rotherham during 2017 this compared with 53 in 2016, a net gain of 5 businesses.

The business start-up programme Launchpad received 96 enquiries in this period, with 44 enquiries being received in February; double that of the same period last year. 11 Businesses were successfully supported to secure UK Steel Enterprise start up grants. A series of new business workshops was introduced in January and are open to both new and existing businesses based in Rotherham. Sessions are now delivered in the evening which is proving popular; a record 162 people attended workshop sessions on business related topics over the last quarter.

Ref No. 4.A3 - Number of new businesses started with help from the Council – 11 new businesses were started with assistance from the Council's RiDO Business Start-up Team during Quarter 4, this adds to a figure for the financial year of 55 businesses.

The Business Centres continue to perform well with average occupancy of 90%. Occupancy rates are: Century 96%, Moorgate 89%, Matrix 90% and Fusion 86%. Four businesses have moved on from the Centres as part of their growth strategies and 4 new businesses have moved in.

Ref No. 4.A4 Survival rate of new businesses (3 years) – The number of new businesses that survived in 2017 remained steady with an outturn of 60.5% of new businesses surviving against 59.5% in 2016.

RIDO has delivered an accelerator programme during this period. 10 companies were taken through an intensive 12 week business development programme which culminated in 8 businesses pitching their ideas for a potential investment from UK Steel.

Ref No. 4.A5 % vacant floor space in the Town Centre area – This measure remains linked to measure 3.A8 on pedestrian footfall and in quarter 4 the data showed a slight increase of vacant floorspace to 23.1% from 23% in quarter 3. This decline is seen at a national level due to changes in shopping habits.

As the Town Centre Masterplan comes to fruition, it is anticipated that the developments may help to reverse the decline in vacant floor space.

Ref No. 4.A6 Number of jobs in the Borough (priority measure) – There were 104,000 jobs in Rotherham at the end of 2016, (measure reported by Office of National Statistics,(ONS), Business Register and Employment Survey, and is reported annually but a year in 'arrears' i.e. 2017 data will be available towards the end of 2018. 104,000 shows an increase of 4,000 jobs since the end of 2015 and is well ahead of the target of 1,000 new jobs per year.

The work carried out and highlighted in the commentary above have all contributed to the steady increase in the number of jobs in Rotherham.

Ref No.4.A7Narrow the gap to the UK average on the rate of the working age population economically active in the Borough (priority measure) – This measure has again performed well in with the gap narrowing further on economic activity compared to the national average. The national average is 78.2%, the outturn for Rotherham was 76.1% at the end of December, a gap of 2.1%. (Data for this measure is received from the ONS and the latest data is for the end of December 2017).

Although caution should be exercised on reliance on statistics for a single quarter, the last 2 returns received have shown a welcome trend towards narrowing the gap.

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 4 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 five quarter's submissions. Rotherham remains the top performing local planning authority nationally.

Ongoing risks and challenges ahead:

As reported last quarter ongoing risks and challenges relate to national economic performance; the local economy is performing well but it is inevitably influenced by national events. The Sheffield City Region Quarterly Economic Review reports that exporters in particular identify ongoing political uncertainties as a significant concern. A majority of firms indicate they face difficulties recruiting suitable staff, especially more skilled staff, with this sentiment at historically high levels among manufacturers.

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:

Good progress continues to be made delivering actions that enable residents in the borough to live in good quality accommodation that meets their need.

The excellent progress previously reported to maintain minimum standards of decency in stock owned by the Council has been sustained through Quarter 4. At the end of the quarter all tenants living in homes owned by the Council are in properties that are in reasonable state of repair, have efficient heating systems, are well insulated, have reasonably modern facilities and services and comply with minimum standards of health and safety for rented homes.

One of the key challenges the Council still faces however is to deliver more new homes to meet housing need. The target to deliver 641 more new homes in the year has not been met. 142 new homes were delivered in the final quarter bringing the overall total of new homes delivered in the year to 479, 162 homes below target. The difficulty the Council faces increasing the number of new homes in the borough is most homes are being built by private house builders or medium to large building companies. As such the supply of housing is driven by factors outside the Council's control including the cost of borrowing, currency values and the overall health of the economy. Because of this and the fact the Council finds it difficult to measure the overall impact its contribution makes as part of the overall total of new homes delivered in the borough a new indicator will be introduced into next year's Council Plan that will more specifically measure and report the number of new homes delivered in the borough that are a result of 'direct Council intervention'.

Property standards for tenants living in private sector accommodation are continuing to improve through the Selective Licensing Scheme. By the end of Quarter 4, 87% of properties eligible to register under the scheme have registered, 90% of the properties registered have been inspected to test landlord compliance against the terms and conditions of the licensing agreements the Council has issued and 94.2% of the properties inspected are compliant with the standards the Council set private landlords for renting accommodation in the borough.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 4.B2 % of stock that is non-decent – All housing stock owned and rented to tenants by the Council now meet minimum standards of decency	Ref No. 4.B1 Number of new homes delivered during the year (Priority measure) – 142 new homes were built in quarter 4, bringing the overall total of new homes built in the borough in the current to year 479, against an annual target of 641.

Performance story/narrative:

Council Plan action - Implement the Housing Strategy 2016-2019 to provide high quality accommodation

Excellent progress continues to be made delivering measures from the Housing Strategy which ultimately contributes towards improving standards in all sectors of the housing market. Decency standards for tenants living in the properties the Council owns are being maintained and the quality of accommodation for people living in the private rented sector are improving through the effective implementation of the Councils Selective Licensing Scheme. Increasing the supply of housing in the borough however continues to be a real challenge for the authority.

The Housing and Neighbourhood Service continues to operate effectively to deliver high levels of

performance against most of the indicators it uses to measure the overall health of the service. In recognition of the work it does to engage with its tenants, at this year's Tenant Participation and Advisory North Region Finals that were held in March 2018 in Manchester, the service was awarded the 'Excellence in Tenant Engagement Award'.

The following table provides some detailed information about the performance of the service in 2017/2018.

Measure	Target	Performance
% of Anti- Social Behaviour Cases Resolved	99.00%	99.80%
Rent collected as a percentage of rent owed (excluding arrears b/f)	98.98%	99.05%
Rent collected from current and former tenants as a percentage of rent due (including arrears b/f)	90.72%	91.40%
Rent arrears of current tenants as a percentage of rent due	10.13%	9.36%
Void Rent Loss	0.89%	0.80%
Aids & Adaptations	8 Weeks	3.29 weeks
% of repairs completed Right First Time	94.00%	96.03%
% of tenants satisfied with the repairs service	96.00%	99.40%
% of Planned and Capital Repairs Completed within target	95.00%	99.00%
% of Routine Repairs Completed within target	98.00%	98.15%
% of Repairs Appointments Made & Kept	99.00%	99.12%

Ref No. 4.B1- Number of new homes delivered during the year (priority measure) – The overall number of homes in the borough has been increased by 479 units in the Year. The target the Council set however for increasing housing supply was 641 units. The target therefore has not been met with a shortfall of 162 properties which is equivalent to 25.27% of the original target. 142 new homes were delivered in Quarter 4. 12 more than in Quarter 3 (130) 73 more than in Quarter 2 (69) and 4 more than in Quarter 1 (138).

Although the task of increasing the supply of new homes is difficult to achieve the Council is still continuing to work really hard to stimulate growth. The Council's efforts however are sometimes fettered by external influences, for example the bids it made to secure additional funding through the Government's Housing Infrastructure Fund that would help deliver new homes at Bassingthorpe Farm and the Town Centre were unsuccessful. Despite the setback the Council is continuing to work with representatives from Homes England, the body responsible for administering these funds to identify how future bids should be made.

One of the key factors that affect the delivery of more new homes in the borough is the availability of land on which more homes can be built. The Council is delivering significant numbers of units in the borough and supports the development of housing through purchasing units to rent as council housing. However in the wider context of housing provision most new homes are built by private housebuilders and building companies. The supply of housing therefore is heavily influenced by factors outside the Council's control.

Despite the fact that development land is at a premium because the authority is bound by Green Belt land some new developments are taking place; for example Waverly new community. Also following the adoption of the Care Strategy, the strategic element of the Local Plan by the Council in 2014, a large area of land at Bassingthorpe Farm has been re-designated to housing land on which 2400 more new homes will be built in the medium to long term. Some of the site is owned by the Council and work is currently ongoing with the other owner and Homes England to bring forward a comprehensive plan for development.

The second part of the plan; the Sites and Policies Document was submitted to the Secretary of State for approval on the 24th March 2018 and will, if approved, free up around 100 further housing sites, enough to meet the borough housing needs to 2029, which will provide developers with the real potential to build more new homes in the borough.

Work is also ongoing with industry partners and other agencies to facilitate the delivery of more homes. Construction has started on a Site Cluster programme with Wates to deliver new homes for private sale, council houses and shared ownership. The Council successfully bid for £6.8m under the Shared Ownership and Affordable Housing Programme to deliver homes for low cost ownership and rent. This along with the clusters programme will deliver 336 new homes in total over the next three years. We are continuing our focus on the town centre, and currently assessing bids for the development of around 180 homes on three sites. We are also considering proposals from developers for the regeneration of Forge Island, which may include proposals for housing development.

Tendering processes are also underway to procure developers to build new homes at Swinton Centre and York Road. The Council are working with partners in Homes England and Sheffield City Region to explore funding opportunities to accelerate rates of construction in the coming years. The Council are also piloting the use of off site construction on Council owned land to explore the potential to achieve faster and more efficient construction.

Ref No. 4.B2 - % of stock that is non-decent – Minimum standards of decency are being maintained in the stock the Council owns and rents to tenants. The solid progress made reducing the number of non-decent homes in the borough reported in quarters 1, 2 and 3 has been maintained in quarter 4 with all 162 properties the Council deemed to become non-decent at start of year now decent.

Work to reduce the number of non-decent homes has been carried out by Mears and Fortem, the Council's repairs and maintenance partners and has included replacement kitchens, bathrooms and associated electrical works. The main areas of the borough where work has taken place include; Swinton, Wingfield, Kimberworth Park, Rawmarsh, Canklow, Herringthorpe, Wath and Swinton. The overall cost of maintaining decency standards in all of the Council's stock is close to £480,000 and programmes of inspections are being used to quality assure work done by the contractors.

Next year's decency programme will include 118 properties or 0.57% of the stock the Council owns. Work programmes are currently being developed that will ensure all 20,393 properties owned by the Council meet the minimum standards of decency by the end of the next financial year.

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 Council's ability to control and improve standards of accommodation in the private rented sector were enhanced in quarter 4 when a further 47 properties registered on the Selective Licensing Scheme. The overall number of properties now registered on the scheme is 2050, which is 87% of the 2350 properties in designated licensing areas eligible to register on the scheme.

The Council's programme of inspections to test landlord compliance with the terms and conditions of the scheme continues to progress well with 1850 inspections completed by the end of quarter 4. 94.2% of inspected properties comply with the standards the Council has set for landlords renting accommodation in the private rented sector. The 94.2% compliance rate though 0.8% lower than the annual target of 95% is 0.2% higher than in quarter 3 and a massive 9.2% higher than for the same period in 2016/17.

It is evident Selective Licensing has brought unprecedented and sustained improvements in the quality of accommodation in the private rented sector. Whilst performance is currently slightly off target giant strides are being made to bring about meaningful and lasting improvements to the lives of residents living in this sector housing in the borough. Compliance levels are expected to increase even higher following the introduction of additional powers and enforcement tools for the Council to use to ensure landlords bring properties up to standard or face larger monetary penalties. From March the Council has received additional powers to levy monetary penalties of up to £30,000 on non-compliant landlords. Money from these fines can be invested back into the service to improve enforcement activity.

The 200 outstanding inspections will be completed before the end of the current calendar year and the 300 properties not yet registered will become registered before the end of quarter one in the new

financial year.

Ongoing risks and challenges ahead:

Despite the success the Council is having driving up standards for residents living in all sectors of the housing market its ability to deliver more new homes continues to be a major challenge. The target set to deliver 641 new homes in the current year was not met, nor indeed was the same target for 2016/17. Whilst many of the factors driving the delivery of new homes are clearly outside of the Council's control, the fact remains that currently there is an undersupply of accommodation in the borough.

The new indicator the Council has developed will help measure and report more accurately the impact it is having in respect of the overall delivery of new homes; however it will not necessarily drive up the supply of housing. The plans and strategies the Council has in place are more likely to drive up the delivery of more new homes. The real concern is that the target for this measure has been missed twice in the last 2 years and until performance levels are restored doubts will continue to remain over whether or not the Council can or will deliver more new homes to satisfy housing need.

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:
n/a	n/a

Performance story/narrative:

n/a

Ongoing risks and challenges ahead:

n/a

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 Business Rates. Income from Council Tax and Retained Business Rates currently funds over one-third of the Council's annual spend on providing services to citizens (excluding housing benefit payments, housing revenue account and schools grant funding).

Final Council Tax in year collection performance for 2017/2018 was 97.0% which was in line with the target but was 0.3% down on performance of 97.3% in 2016/2017.

A contributing factor in this reduction in Council Tax collection has been an increase in the net collectable debit of £0.6m since April 2017, a large percentage of which has been due to the Right Benefit Initiative (RBI) which has utilised HM Revenue and Customs data to check Council Tax Support claims and has seen a substantial number of awards being cancelled or reduced. Where the amount of 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.

Additionally, an abnormally high level of staff turnover across the Council Tax teams throughout 2017/2018 had an impact on the resource available to pursue Council Tax defaulters. Payment default itself increased from 2016/2017 across all recovery notices, reminders, summonses and Liability Orders. Liability Orders granted by the Magistrates' Court increased by 3% from 2016/2017 levels which followed three consecutive years of reducing numbers.

Final Business Rates in year collection performance for 2017/2018 was 98.5% which was 0.5% up on target and 0.2% up on performance of 98.3% in 2016/2017.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No. 5.A1 - % Council Tax collected in year - Final collection performance of 97% in 2017/2018, although down on performance in 2016/2017, was in line with the target of 97%. National performance figures for this measure are not released until June 2018, however based on performance in 2016/2017 the 97% collection figure is likely to still be top quartile for Metropolitan Councils.</p>	<p>Ref No. 5.A1 - % Council Tax collected in year - Despite good performance on this measure the fall in collection compared with 2016/2017 is concerning. Performance will continue to be monitored closely throughout 2018/2019.</p>
<p>Ref No. 5.A2 - % Non-Domestic Rates collected in year - Final collection performance of 98.5% in 2017/2018 was 0.5% above the target of 98% and 0.2% above performance in 2016/2017.</p>	

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

Ref No. 5.A1 Council Tax in-year collection - Performance for 2017/2018 was 97% which was in line with target but 0.3% down on performance in 2016/2017.

Although performance fell by 0.3% in 2017/2018 the total Council Tax to be collected, including precepts, increased by £6.6m from the previous year to £117m. Income collected also increased by £6m to £113.4m.

The national Council Tax collection performance figures for 2016/17 released by DCLG showed Rotherham had the 4th highest collection rate amongst the 36 Metropolitan Councils. Although national figures for 2017/2018 will again not be released until June it is likely that based on performance in 2016/2017 the 97% collection figure is likely to still be top quartile for Metropolitan Councils.

Ref No. 5.A2 Non Domestic Rates (NDR) collection – Performance for 2017/2018 was 98.5% which was 0.5% above target and 0.2% up on performance in 2016/2017.

The national Non Domestic Rates collection performance figures for 2016/17 released by DCLG showed Rotherham had the 7th highest collection rate amongst the 36 Metropolitan Councils. Based on performance in 2016/2017 the 97% collection figure is likely to still be top quartile for Metropolitan Councils in 2017/2018.

Ongoing risks and challenges ahead:

The Council is becoming increasingly dependent on the revenues it can raise locally to fund its services. The Government's proposed move to 75% retention of Business Rates by 2020/21 will make the achievement of an excellent revenues collection rate ever more important.

A review of the Council Tax Support (CTS) scheme for 2018/2019 was undertaken and the resultant changes which came into effect on 1st April resulted in a reduction in the amount of support available to some CTS claimants. In addition, the increases in Council Tax rates for 2018/19 agreed by the Council and Preceptors may make council tax collection more difficult in some cases.

The challenge for the service is to improve its collection rates whilst recognising the potential impact of the increase in the rate of Council Tax.

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

Shokat Lal, Assistant Chief Executive

Overview of progress:

At year end 96% of pre-decision scrutiny recommendations have been accepted by Cabinet, which can be interpreted as demonstrating the value added to executive decision making by Members of the Overview and Scrutiny Management Board. This data suggests that both Cabinet and Commissioners have welcomed the views and suggestions of non-executive councillors in the decision making process and is evidence of the improvements to the authority's overall governance processes. 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:
	Ref No 5.B.1 - Number of pre-scrutiny recommendations accepted: During Quarter 4, the number of recommendations accepted fell to 96%. This constitutes one recommendation which was not agreed in full (two over the full year).

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 but one recommendation from Overview and Scrutiny Management Board during Quarter 4 and an overall acceptance rate of 96% during 2017/18.

Overall during 2017/18 all but two pre-decision scrutiny recommendations have been fully accepted by Cabinet and adopted as formal resolutions when decisions have been made.

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. In future, the Scrutiny function aspires to undertake longer term pre-decision Scrutiny and identify where reviews can contribute to policy development and proposals at a far earlier stage than has been the case in the past two years.

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:

During 2015 and 2016, the LGA undertook four polling surveys to find out what residents of Rotherham Metropolitan Borough Council (RMBC) thought about the Council and the borough in general.

Following the LGA's withdrawal of direct support related to resident satisfaction, the Council paid to repeat the survey in June 2017 and again in February 2018, in order to consider the extent to which the views of residents have changed over time.

The most recent survey (Wave 6) was conducted between 16th and 28th February 2018 and the Rotherham sample was made up of a statistically representative random sample of 517 Rotherham residents (aged 18 or over) who were polled by landline telephone using quotas set by age and gender.

Wave 6 of the survey indicated 53% said that RMBC keeps residents 'very well' or 'fairly well' informed about the services and benefits it provides.

The number of complaints is slightly higher in this quarter compared to quarter 4 (305 quarter 4 against 301 quarter 3) and is 13% higher than the equivalent quarter of 2016/17.

The increase in the number of complaints received is being driven by changes in the Regeneration and Environment Directorate, including changes in processes relating to Riverside Customer Service Centre. In addition the contract with Kingdom has also generated complaints. There have also been increases in weather related complaints in the last quarter in both Regeneration and Environment and Housing.

The Council's response rate for complaints has increased slightly to 83% but remains slightly below the target of 85% closed within the timescale. 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. However improvements in complaint handling in the Directorates are expected to continue to increase performance.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 5.C4 - % of residents who feel that the Council keeps them informed - 53% said that RMBC keeps residents 'very well' or 'fairly well' informed which is higher than the figures achieved for RMBC in the previous polls.	5.C2 - % of complaints closed within correct timescale: this has increased to 83% 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

Indicator 5.C1 – Total number of complaints received by the Council - The number of complaints received by the Council is slightly higher in this quarter compared to quarter 3 (305 against 301 last time) and is 13% higher than the equivalent quarter of 2017/18.

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.

Indicator 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 monthly performance figures have exceeded target. 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. However there are clear indications that efforts within those directorate are beginning to yield improvement in performance. If this continues then performance will exceed 85% in the next year.

Indicator 5.C3 – Number of compliments received - Numbers of compliments received increased, from 212 in quarter 3 to 240 in quarter 4. However it is lower than the figure reported (271) in quarter 4 last year. All Directorates are reminded in all management team meetings to engage with the reporting process.

5.C4 - % of residents who feel that the Council keeps them informed - 53% of Rotherham respondents in Wave 6 said that RMBC keeps residents 'very well' or 'fairly well' informed about the services and benefits it provides. This is lower than the most recent national result (59%), but higher than the figures achieved for RMBC in the previous polls and 9% higher than in June 2015. Young people (aged 18-24) and professional and managerial workers (social grade AB) were most likely to think that the Council keeps residents well informed.

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 - Figures for online service have not changed significantly in the last period and have slightly fallen. There are a lot of changes across Customer Services which make measurements hard to judge between periods. However a lot of background work is taking place to improve the technology required to provide the platform to shift more services online. The Customer Service and Efficiency Programme has identified a number of areas for quick wins which will be developed and implemented during the next period. Online Council tax bills reached approx. 11,000 households (approx. 10% of bills) in the first year of release.

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.

Ongoing risks and challenges relating to online transactions include: development of a Customer Relationship Management (CRM) system for online transactional services; new website which is more transactional; increased use of social media and delivery of the Customer Services Efficiency Programme.

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:

For a modern efficient Council the workforce must be structured to provide 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 93% this year continues to be high.

A key workforce priority is for a value driven and high performing workforce and significant progress has been made with Sickness absence 6% lower than last year at 10.26 days (target 10.3 days). The annual performance is below the CIPD Absence Survey benchmark figure of 10.5 days for Local Government.

Flexible workforce costs have decreased over the year with Agency expenditure seeing a 18% reduction during the year and over achieving the 10% reduction target set. Successful recruitment of qualified Social Workers has seen a significant reduction in expenditure in this area.

The use of agency staff within CYPS is being closely monitored and has reduced this quarter as predicted. The increase from August was due to the establishment of a new team which is currently being recruited for.

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 10.26 days. Target is 10.3 days	Ref No. 5.D1 % PDR completion (Priority Measure) - Performance at the year end is 93% 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 4 has reduced 18%, 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) – in the final quarter of the year, following the issue of further reminders to senior managers, annual performance improved a further 1% leaving annual performance 2% short of target.

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 a decrease from the previous quarter with annual outturn achieving target. Targeting of specific issues within Directorates and an awareness training programme for managers 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 in the third quarter continuing into the final quarter of the year reducing the projected 22% reduction from performance in the first half of the year. By year-end, annual expenditure showed an 18% reduction from the previous year which is almost double the target reduction of 10%.

The Workforce Management Board continues to challenge and scrutinise the use of agency workers across the organisation and expenditure is expected to fall further in the next 12 months as vacancy levels within Children's services reduce as more permanent Social Workers are appointed and take up post.

Ref No. 5.D4 - Reduction in the amount of CYPS agency social workers (Priority Measure) -

During the last quarter 19 appointments were made in Children's Social Care: 1 Head of Service, 2 Service Managers, 2 Team Managers, 9 Social Workers and 5 Newly Qualified Social Workers.

Recruitment remains busy and the standard of applicants has improved since the OFSTED rating was announced. This has also been boosted by a job fayre held on Saturday 10th February, supported by the Senior Leadership Team and social workers and Early Help which attracted over 20 prospective candidates who attended to find out more about working at Rotherham.

Interviews for 15 Social Workers are taking place week commencing 9th April and an Assessment Centre for the remaining Advanced Practitioners on 18th April. The Joint Assistant Director Commissioning, Performance and Quality (RMBC and CCG children's services) is being advertised and this will close on 22nd April.

During the year 33 internal candidates have been successful in either sideways career moves or promotions and 9 agency workers moved over to permanent contracts. The internal promotions have impacted on agency social workers being recruited to cover for the associated vacancy whilst recruitment for permanent workers takes place.

The use of agency staff is being closely monitored and has reduced this quarter as predicted. There are currently 71 agency workers in children's social care with 9 working on Operation Stovewood or Complex Abuse, if these are excluded from the numbers then the agency workers are 62 which equates to 14.59% of the workforce. The increase seen in August was due to the establishment of a new team in the Localities Service which is in the process of permanent recruitment.

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. The 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.

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 ongoing with options for consideration on changes to process under development.

Levels of attendance impact on flexible workforce costs, overtime and temporary workers, which can lead to potential reductions in quality of service. Further attendance management training for managers was undertaken over the final quarter and targeted intervention of hotspot areas continues.

Agency usage in Children's, circa £1.7m less than the same time last year, continues to account for 59% 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 10.5% in Rotherham. By the year end the Council had 32.5 vacant posts, 11 of which had been appointed to with employees due to start work in the first quarter of 2018.

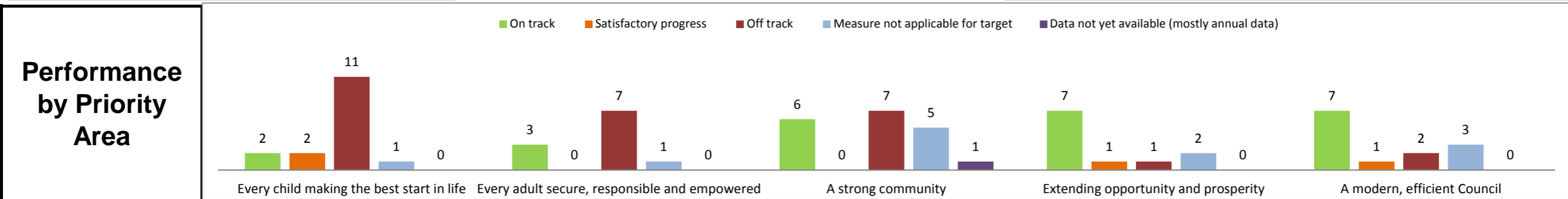
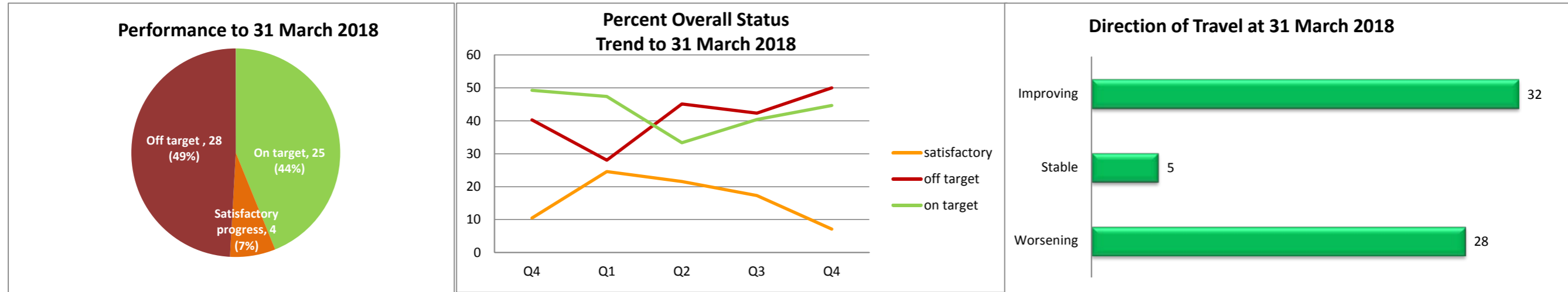
Agency usage in Adult Social Care, down 25% from the previous year, is expected to continue into the next financial year to support service improvement and transition to new ways of working. There is a risk of continued costs should delays in implementation occur.

OVERALL PERFORMANCE SCORECARD

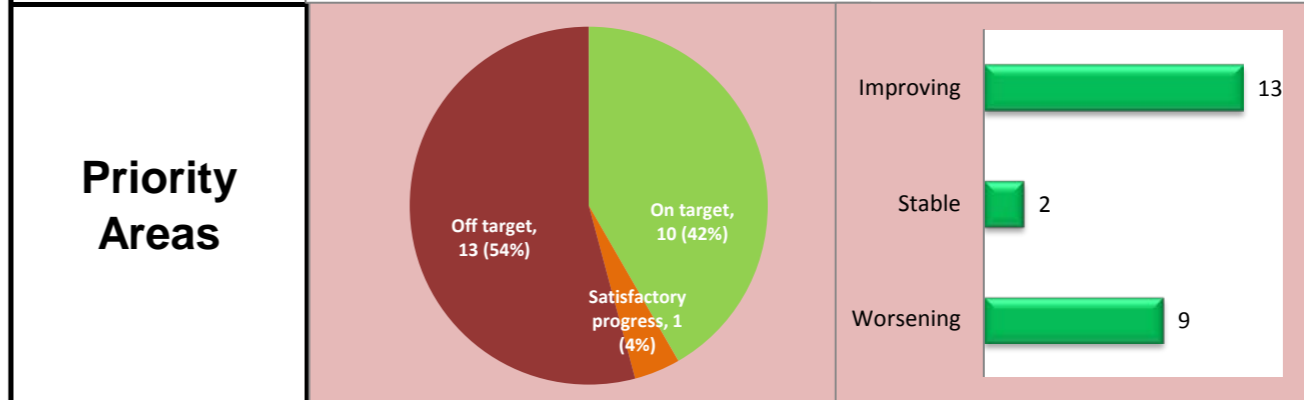
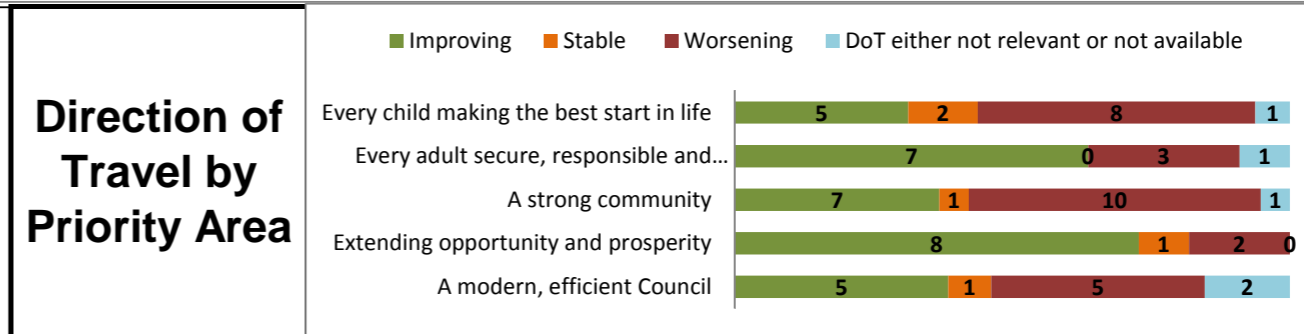
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Council Plan 2017/18 Performance Report Dashboard at 31 March 2018



- ### Red Flags
- Indicators off track in Q3 and still off track in Q4**
- 1.A1 - Reduction in Children in Need rate per 10,000 population under 18 (Priority Measure)
 - 1.A2 - Reduction in the number of children subject to a CP plan per 10,000 population under 18 (Priority Measure)
 - 1.A3 - Reduction in the number of looked after children per 10,000 population under 18 (Priority measure)
 - 1.A5 - % children who are subject to repeat child protection plans (within 24 months)
 - 1.A7 - Reduce the number of disrupted placements (Priority Measure)
 - 1.B1a - % children and young people who attend a good or better school
 - 1.B3 - % of young people aged 16-18 who are Not in Education, Employment or Training (NEET)
 - 1.B4a - Increase the number of Education Health and Care Plans completed in statutory timescales
 - 1.C1 - Smoking status at time of delivery (women smoking during pregnancy) (Priority measure)
 - 2.A1a - Successful completion of drug treatment - a) Opiate users aged 18 - 75
 - 2.A1b - Successful completion of drug treatment - b) Non Opiate users aged 18 - 75
 - 2.B3 - Number of people who are provided with information and advice at first point of contact (to prevent service need)
 - 2.B9 - All age total number of people supported in residential/nursing care for adults (Priority Measure)
 - 3.A1a - Public perception of ASB (via the "Your Voice Counts" quarterly survey)
 - 3.A4(d) - % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy by obtaining the BTEC/NCQ (Priority measure)
 - 3.A8 - Aggregate Pedestrian footfall in the Town Centre
 - 3.B3 - Total number of customer contacts by service area and overall total.
 - 4.B1 - Number of new homes delivered during the year (Priority Measure)
 - 5.D1 - % PDR completion (Priority Measure)



Appendix B

Council Plan 2017/18

Performance Report

Quarter 4 Performance Scorecard (data for March 2018)

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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Contact: Simon Dennis ext 221114 simon.dennis@rotherham.gov.uk

Created by: Simon Dennis, Tanya Palmowski, Jackie Mould, Sue Wilson, Deborah Johnson, Charna Manterfield, Julian Hurley, Jonathan Priestly, Marcus Williamson, Ian Henderson, Robert Cutts and Stuart Purcell

Summary

	Measure progressing above or in line with target set	25	35.7%
	Measure progress has been satisfactory but is not fully reaching target set	4	5.7%
	Measure has not progressed in accordance with target set	28	40.0%
	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)	1	1.4%

	Numbers have improved	32
	Numbers are stable	5
	Numbers have got worse	28
	Direction of Travel is not applicable	5

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

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

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)										
											Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18	
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	359.8	382.4	342.1	403.8	413.8	417.4	416.0	413.8	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 4 (413.8) shows a further increase on previous Qtr's and continues the pattern of demand through the year from 382.4 at the end of Qtr 1 and data suggests the Council are above the statistical neighbour average (372.68) and the national average (337.7). N.B. Following data validation, performance has been refreshed where necessary.
		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	65.6	75.3	91.7	107.1	115.9	106.6	111.3	115.9	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 – 656 end of Qtr 4), as a rate this remains higher than that of statistical neighbours (56.6) and the national average (43.3), at 115.9. N.B. Following data validation, performance has been refreshed where necessary.
		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	86.6	91.5	91.5	103.9	110.3	106.7	107.6	110.3	There is no good or bad performance however the aim is to ensure performance is in line with the national average. The recent decline in admissions to care was reversed in March with 34 children admitted to care which brought the total numbers of LAC at the end of Qtr 4 to 624, compared to 487 at the end of 2016/17. The rate per 10,000 of the population now stands at 110.3 as compared to the statistical neighbour average of 81.3 and the national average of 62 (as reported at March 2017). N.B. Following data validation, performance has been refreshed where necessary.
		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%	100%	27%	68%	117%	169%	140%	151%	169%	Annual target of 100% (633 families) is by March 2018. Performance is reported cumulatively and is therefore YTD and performance at the end of Q4 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	Mel Meggs - CYPS	low	Monthly	% children who are subject to repeat child protection plans (within 24 months)	4%	✘	🔄	4.7%	9.2%	9.2%	11.4%	9.5%	10.1%	8.7%	10.1%	9.1%	8.7%	As this is a 'rolling year indicator' this considers referral data for the 12 months prior to 31st March 2018. Children subject to repeat plans has decreased during Qtr 4 but remains relatively high at 8.7%. N.B. Following data validation, performance has been refreshed where necessary.
		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	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable	□		200	231	73	45	39	48	37	5	12	20	There is no target for this measure as numbers can fluctuate significantly.	
		1.A7	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%	11.9%	12.9%	13.7%	11.6%	13.1%	12.0%	13.2%	13.1%	Qtr 4 shows a decline from Qtr 3. The increase in LAC is part of a national trend and as a result the placement market is increasingly saturated making appropriate matching decisions an increasing challenge. N.B. Following data validation, performance has been refreshed where necessary.	

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual										Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
											Annual		Quarterly				Monthly							
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18				
		1.A8	Placements - Improve Quality of Care for looked after children	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)	46.9% (243/518)	50.8% (263/518)	49.1% (289/588)	50.5% (315/624)	48.5% (233/604)	49.6% (302/609)	50.5% (315/624)	The percentage of commissioned placements increased slightly during Qtr 4 as well as the number of LAC. There continues 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 the year is above target (19 new foster families and 30 new placements as compared to the target of 25 new placements). N.B. Following data validation, performance has been refreshed where necessary.			
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)	84.1%	82.6%	81.5%	84.0%	81.2%				The published OFSTED inspection outcomes for a secondary academy and primary academy both with large pupil cohorts has reduced the overall aggregated outcome in quarter 4. The previous inspection judgement for both schools was 'good' and they are now judged as 'requiring improvement'. Q4 performance is currently below the latest available national average of 88% (31st August 2017)			
		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%	95.6%	94.6%	95.6%	96.5%	95.0%				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. 9 providers have de-registered or had their registrations cancelled in Q4; 43 providers have received an Ofsted Early Years Inspection in Q4. Q4 performance is 1% above the national average of 94% (December 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	1,064	745	544	1097	791 (YTD 2191)	323	247	221	Please note that this is an annual measure which is based on the academic year. Therefore it is not yet possible to report on fixed term exclusions for the academic year 2017 – 2018 until the end of July 2018. The current trajectory (Q3 and Q4) is positive for both secondary and primary fixed term exclusion rates. Year to date (academic), secondary fixed term currently stand at 2191 and primary are currently 260 with a term remaining. 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. N.B. Following data validation, performance has been refreshed where necessary.			
		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	106	110	50	146	85 (YTD 260)	35	22	28				
		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 - 3.5% Annual Target 3.1% (Local Annual target based on Dec, Jan, Feb Ave)	✗	🔄	5.3%	3.1%	3.1%	4.1%	1.8%	3.2%	3.3%	3.2%	3.6%	3.3%	The position at the end of March shows a NEET figure of 3.3% (against a local target of 3.5% - target based upon the annual average measured over 3 months - Dec, Jan, Feb) Work is on-going across the service to ensure Young People are contacted wherever possible to support them to access and maintain engagement in education, employment and training.			
		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)	Dean Fenton - Interim Education and Skills Lead	high	Monthly	90% by April 2018	✗	🔄	58.30%	52%	52%	55% (Sep 14 - Jun 17) 47% (Apr 17 - Jun 17)	57% (Sep 14 - Sep 17) 87% (Jul 17 - Sep 17)	55% (Sep 14 - Dec 17) 40% (Oct 17 - Dec 17)	54% (Sep 14 - Mar 18) 52% (Jan 18 to Mar 18)	54% (Sep 14 - Jan 18) 50% (Jan 18 only)	48% (Sep 14 - Feb 18) 48% (Feb 18 only)	61% (Sep 14 - Mar 18) 61% (Mar 18 only)	Performance is shown as cumulative from September 2014 to September 2017 & in period performance. The increase in Q4 occurred alongside the drive towards achieving the conversion of ALL Statements to Education Health and Care Plans which was set by the DfE to the 31st March 2018. The Year to Date figure is 56.5%			

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	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18		Mar-18
		1.B4 (b)	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	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)	47% (464/998)	48% (477/998)	62% (621/998)	70% (697/998)	98% (975/998)	72% (722/998)	77% (772/998)	98% (975/998)	Performance is cumulative from September 2014. Significant plans have been put in place to support the service to complete the rest of the 23 conversions by the end of April 2018. 17 of the remaining 23 conversions are already at EHCP draft stage with 6 at working document stage. The figure at Q4 identified all conversions of Statements to EHCP's and where Statements have ceased.
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%	17.0%	20.0%	21.2%	21.1%	n/a (due Jul18)				National ambition was 11% or less by the end of 2015. 2016/17 full year for Rotherham was 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 was set at 17.0% and not lower due to this and the potential impact of funding cuts. Figures for 2017/18 for Quarters 1 to 3 are well above target and Year-to-Date is 20.8%. Actions include specialist stop smoking services and referring pregnant women to Children's Centres for ongoing support.

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	Overall status	DOT	Annual		Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18		Mar-18
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)	4.7%	3.9%	3.5%	4.4%	n/a (due May18)				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 (Q3). Rotherham's figure of 4.4% is outside the Top Quartile range of 7.6% - 11.1%. 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)	42.2%	36.9%	36.8%	34.6%	n/a (due May18)				Performance on non-opiates has worsened recently. Performance is expected to improve in line with opiate once the new provider is in place. Overall status is based on the latest available quarter (Q3). Rotherham's figure of 34.6% is outside LA Comparators Top Quartile range of 40.0% - 44.7% but statistically similar to England (36.8%). 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%	98.50%			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	358			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. 738 enquiries have been completed in 2017-18.	
		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	2,780	566	573	658	655			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 improved rate in Q3 has been sustained in Q4. 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	Gordon Waigand - Head of Service - Localities, Transitions and High Cost Placements	High	Quarterly	22%	✗	⬆️	17.5%	19.2%		20%	20%	19.80%	19.98%			Data excludes MH.	
		2.B5	Modernise Enablement Services to maximise independence, including: • Intermediate care • Enabling • Prevention agenda • Developing community assets	Number of carers assessments	Jenny Anderton - Interim Head of Service - Single Point of Access and Enablement Services	High	Quarterly	Baseline year	□	⬆️	2,420	771	466 (year end total)	484	502	502	563			Baseline year - Data now being extracted using bespoke performance reporting. Q1 and Q2 numbers updated for consistency. Indicator being revised for 2018-19 to exclude joint carer assessments to align with Care Act guidance. 2017-18 baseline using amended methodology would equate to 570 Carers Assessments completed in year.	
		2.B6		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%					2.24%			Annual indicator data is collected October -December 17 based upon hospital discharges to reablement services. Q4 score is estimate (using 2016-17 discharges) as awaiting publication of HES statistics by Department of Health. There were 176 older people offered reablement in the 2017-18 collection period.	
		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%	88.00%				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 once year end statutory return processes are complete (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)	Gordon Waigand - Head of Service - Localities, Transitions and High Cost Placements	Low	Quarterly	315	✗	⬇️	432	356		76	148	233	351			Performance includes 59 people who have been in a short stay placement for longer than 28 days.	

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT										Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
											Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18		Mar-18
		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	X	🔄	1,288	1,111		1,091	1,101	1,026	1,023				Performance relates to the number in residential/nursing care on the last day of each quarter.

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

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

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual												Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
											Annual		Quarterly				Monthly						
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18			
		3.A1(a)		Public perception of ASB (via the "Your Voice Counts" quarterly survey)	Tom Smith - Regeneration and Environment	Low	Quarterly	5% reduction on 2016-17 (27% Annual Target)	✘	🔄	30%	32%	35%	35% (3% increase on target)	34% (2% ahead of 16/17 outturn and 1% decrease on Q1)	34% which is a 4% increase on the same period 16/17.	33% which is a 1% increase on the same period 16/17 but a 1% reduction on Q3.				(Source of Data: Your Voice Counts Survey- Question, "How much of a problem is ASB in your area" - % of respondents who perceive as a problem))		
		3.A1(b)		Reduce the number of repeat victims of ASB	Tom Smith - Regeneration and Environment	Low	Quarterly	Baseline Year	□	🔄				85 callers came under the repeat victim criteria	94	67	63						
		3.A2	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework	An increase in the % of positive outcomes over the year, for reported Hate Crime cases	Tom Smith - 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	Currently not available, see data notes				Reliable data in respect of outcomes cannot be provided at this time by South Yorkshire Police due to the change over to the new 'Connect' system. These issues were highlighted at the SRP Board meeting on 9th April by Supt Steve Chapman.		
		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	Tom Smith - 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%	a) 99.62% b) 91.29% c) 83.82%				Data obtained from Outcomes report supplied by Commissioning Team/ Rotherham Rise. Client base of those offered support is 304 over the course of 17/18. The accommodation based outcomes have both seen decreases this quarter, this is due to residents being asked to leave before their long-term accommodation needs are resolved. This is due to serious breaches of their license agreement		
		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)	Tom Smith - 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) 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%	Figures for each sub-indicator: a) 100% b) 100% c) 100% d) 99%						
		3.A5 a)		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	80% June 2016 81% December 2016 satisfied or fairly satisfied		79% (Wave 5 June 2017) satisfied or fairly satisfied			75% (Wave 6 February 2018) Very or fairly satisfied				There was a temporary switch to a 12 month survey, however a decision has been made to revert back to a 6 monthly survey. The survey was carried out slightly later than anticipated in February 2018 as opposed to December 2017, which may have had a seasonal effect on the outcome.		
	Damien Wilson, Strategic Director Regeneration and Environment	3.A5 b)	Rotherham residents are satisfied with their local area and borough as a place to live	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	62% June 2016 66% December 2016 very or fairly satisfied					56% (Wave 6 February 2018) Very or Fairly Satisfied				This is the lowest level of satisfaction so far recorded and ten per cent below Wave 4, although there has been considerable variation between waves. This question was not asked in the previous survey so there is no data for Wave 5. There is no national comparison for this question. There was a temporary switch to a 12 month survey, however a decision has been made to revert back to a 6 monthly survey. The survey was carried out slightly later than anticipated in February 2018 as opposed to December 2017, which may have had a seasonal effect on the outcome.		

Communities are strong and help people to feel safe

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual		Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)	
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18		Mar-18
A. CC		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	<input type="checkbox"/>					102,809	94,387	101,789	101,243				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.
		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	<input type="checkbox"/>					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%	a- Libraries & CSC) 99.01% b- Heritage Sites) 89.2% 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. Customer satisfaction within Libraries and Neighbourhood hubs remains high. 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 2016/17 survey, Next survey is due summer 2019.
		3.A8		Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock - Regeneration and Environment	High	Quarterly	>22,000,000	<input checked="" type="checkbox"/>		23,699,399	21,851,449	4,808,955 (21,851,449 - Cumulative)	4,875,248 (an 13.5% decrease on Q1 16/17)	4,820,432 (an 15.07% decrease on Q2 16/17)	4,526,577 (an 11.47% decrease on Q3 16/17)	3,642,730 (an 18.68% decrease on Q3 16/17) (Cumulative 17,864,987)				The closure of Primark in Nov 2017 has had a negative impact on footfall, resulting in an average monthly decline of 40% alone on High Street.
		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, Thyrbergh 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	<input type="checkbox"/>					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	a: 127,521 b: 13,784 c: 23,711 d: 270,851 e: 11,446 f: 100 g: 7,271 h: 345,253 i: 0 Total no. of visits = 799,937				Libraries & Neighbourhood Hubs showed an increase in visits compared to the previous quarter. A programme of events to attract visitors such as the Ann Frank and You exhibition, February Fun Festival, April Half term activity programme, lego club launch along with the growth of partnerships and the development of a number of community group activities have taken place. It is felt that the performance would have been higher had there not been a sustained period of bad weather. Engagement with events through Heritage Services is lower than expected due to staff capacity (with two key posts on sick leave impacting on delivery). Overall target set for number of engagements with Heritage Services has been exceeded for 2017/18
		3.B1 (a)		Percentage of the principal road network in need of significant repair	Tom Smith - Regeneration and Environment	Low	Annual	4%	<input checked="" type="checkbox"/>		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	Tom Smith - Regeneration and Environment	Low	Annual	7%	<input checked="" type="checkbox"/>		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)	Tom Smith - Regeneration and Environment	Low	Annual	<22%	<input checked="" type="checkbox"/>		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.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual									Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)											
											Annual		Quarterly				Monthly																	
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18														
B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B2(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe Rotherham to ensure that it is a safe and attractive place to live, work and visit	Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions) (Priority Measure)	Tom Smith - Regeneration and Environment	High	Monthly	37+ (50% increase in prosecutions for the year)	✓	🕒	Not available - baseline year	25	4	6	12 (Cumulative)	23 (Cumulative)	42 (Cumulative)	Not currently available	Not currently available	Not currently available	This has measured the number of cases where a court hearing has taken place within the financial year as well as the number of cases where there is sufficient evidence to prosecute for an offence and which have been prepared for prosecution. The increase in quarter 4 is due to a number of investigations which have progressed from the investigation stage to the legal service approval stage.													
		3.B2(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions) (Priority Measure)	Tom Smith - Regeneration and Environment	High	Monthly	5000 (cumulative for the year)	✓	🕒	Not available - baseline year	185	117	1,685	3,659	5,897	6,673	Not currently available	Not currently available	Not currently available														
		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	Tom Smith - 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	44 735 (Cumulative figure for year)	Grounds Maintenance i) Compliments 2 ii) Compliments 7 iii) Service Requests 370 Street Cleansing i) Compliments 6 ii) Compliments 7 iii) Service Requests 1938 Waste Management i) Compliments 15 ii) Compliments 8 iii)Service Requests 9032 Total cumulative complaints figure= 23	Grounds Maintenance i) Compliments 1 ii) Compliments 2 iii) Service Requests 812 Street Cleansing i) Compliments 3 ii) Compliments 2 iii) Service Requests 2883 Waste Management i) Compliments 20 ii) Compliments 3 iii)Service Requests 9333 Total cumulative complaints figure= 47	Grounds Maintenance i) Compliments 2 ii) Compliments 0 iii) Service Requests 87 Street Cleansing i) Compliments 4 ii) Compliments 5 iii) Service Requests 1717 Waste Management i) Compliments 10 ii) Compliments 7 iii)Service Requests 8665 Total cumulative complaints figure= 63	Grounds Maintenance i) Compliments 1 ii) Compliments 23 Street Cleansing i) Compliments 2 ii) Compliments 0 iii) Service Requests 2442 Litter i) Compliments 0 ii) Compliments 0 iii)Service Requests 465 Waste Management i) Compliments 19 ii) Compliments 11 iii)Service Requests 8328 Total cumulative complaints figure= 84	Not currently available	Not currently available	Not currently available	21 complaints have been received in Q4 in the areas shown above, bringing the cumulative figure to 84 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 for Street Cleansing of 2 and Grounds Maintenance of 0. This reduction has not been sufficient overall with Waste receiving 19 during the period, Waste has seen a particular focus by the public during the consultation period December and January. Although the target has not been achieved this indicator has very small margin for change, with these services undertaking millions of operations per year within the public realm															
		3.B4																		Ensure an efficient and effective waste and recycling service	Tom Smith - Regeneration and Environment	Low	Quarterly	60	✓	🕒	62.7	46.92	29.82 (46.92 - YTD)	46.07	Q2 - 38.78 Overall YTD - 42.42	Q3 -33.90 Overall YTD - 39.86	Q4 51.06 Overall YTD - 42.21	Bad weather and a week of Snow has increased the amount of reported missed collection in March , however we are still seeing a quarter on quarter improvement in 2017/18. 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)	Tom Smith - Regeneration and Environment	High	Quarterly	45%	✓	🕒	43.11%	45.30%	45.3% (Cumulative)	52.53%	51.57% Current estimate for March 2018 - 45.25%	48.75% Current estimate for March 2018 - 45.74%	46.11%	The figure supplied for Q4 has a small element of Estimation. Most of the details of waste arising's form Jan to Mar have been received but we still are awaiting some waste tonnage data for March (From 3rd parties waste disposers and they need to calculate their data before supplying. Not due until end of Apr) But figure is within 1% of actual.

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

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

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)														
											Annual		Quarterly				Monthly								
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18					
A. Businesses supported to grow and employment opportunities expanded across the borough	Damien Wilson, Strategic Director Regeneration and Environment	4.A1	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)	Overall number of businesses in the Borough	Paul Woodcock - Regeneration and Environment	High	Annual	7,000	✔	🔄	6,390	6,810	6,810				7,230				This data comes from the ONS UK Business Counts (Inter Departmental Business Register) which is only updated annually . For Rotherham 7,230 in 2017.				
		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								57.9		This data comes from the ONS UK Business Counts Register. Latest data released 2017 for start-ups in 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					11			
		4.A4		Survival rate of new businesses (3 years)	Paul Woodcock - Regeneration and Environment	High	Annual	60.0%	✔	🔄	60%	59.9%										60.5%		Source: ONS Business Demography 2016 (released Nov17). NB, As at 31/03/17 the survival rate of business using RMBC Incubation services was 85%	
		4.A5		% 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%						23.1%		Service reported last month on % of vacant units, which is how this was historically measured. Q1 & 2 data amended to reflect the % of vacant floor space. 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										104,000 (annual data for 2016/17)		Source the ONS Business Register and Employment Survey. Updates released annually. Latest return 104,000 employee jobs 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%	4.30%	4.5% (June 17 data)	3.1% (Sep 17 data)	2.1% (Dec 17 data)						Not available (quarter behind)		Dec 17 data 4Q avg for Rotherham = 76.1% compared to UK rate of 78.2% 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%				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).	
in the social rented, private rented or home		4.B1	Implement the Housing Strategy 2016-2019 to provide high quality	Tom Bell - Adult Social Care and Housing	High	Quarterly	641 (10% more homes than 2016/17)	✘	🔄	663	593	91	138	69	130	142					142 new homes were built in the borough during the 4th quarter of the year. This represents an increase of 4 homes compared to quarter 1, 73 more homes than quarter 2 and 12 more than quarter 3. Despite the gradual increases in the number of homes delivered the overall total of 479 homes that have been delivered in the year is 162 properties below target. Many external factors impact on the delivery of this measure which include market/investor confidence in the housing market, the cost of borrowing and currency values. The Council is however confident that the supply of housing will be increased in the near future. The DOT rating is based on comparisons in performance between this and last years (2016/17) year end performance				

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT											Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
											Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - Jun 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18	
B. People live in high quality accommodation which meets their need, whether 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%	0.00%	0.51%	0.40%	0.25%	0.00%				By the end of quarter 4 all of the stock the Council owns and rents tenants meets the minimum standard of decency. Programmes of work are in place for next year to ensure the 118 properties that will fall out of decency will be made decent by the end of the financial year. The DOT rating is based on comparisons in performance between quarters 4 and 3 of the current 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)	Tom Smith - Regeneration and Environment	High	Monthly	95%	●	🔄	Not available as not previously required	85%	85%	93%	93%	94%	94.2%	Not currently available	Not currently available	Not currently available	1850 of the 2050 privately rented properties registered under the Councils Selective Licensing Scheme have been inspected by the end of quarter 4. 94.2% of the properties inspected are compliant with the terms and conditions of the licensing agreements the Council has issued. The DOT rating is based on comparisons in performance between quarters 4 and 3 of the current year . (2016/17) year end performance
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		Increase the number of people aged 19+ supported through a learning programme	Dean Fenton - Interim Education and Skills Lead	High	Monthly	1,950				1500	676	1,038	1,401	No longer available	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. Monthly 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%	13.4%	21.7%	24.3%	No longer available	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 progress has been satisfactory but is not fully reaching target set
	✘	Measure has not progressed in accordance with target set

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)										
											Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18	
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%	97.3%	27.7%	54.0%	80.41%	97.0%	89.5%	93.4%	97.0%	The final performance of 97.0% equal to the target but 0.3% below performance for 2016/17. National performance for 2016/17 saw 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. National performance figures for 2017/18 will be released in June 2018.
		5.A2	Maximising the local revenues available to fund council services	% 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%	98.3%	29.0%	54.9%	80.5%	98.5%	89.8%	94.6%	98.5%	The final performance of 98.5% is 0.5% above target and 0.2% above performance for 2016/17. National performance figures for 2016/17 saw 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%. National performance figures for 2017/18 will be released in June 2018.
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%	97%	100%	96%	2	4	1	All but two 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	265	237	252	301	305	117	91	97	The number of complaints received in Q4 has increased slightly from the previous quarter. This is in line with Quarterly trends of numbers received and is higher than Q4 2016-17. More complaint were received in 2017-18 overall.
		b) % of complaints closed and within timescale (cumulative)		Jackie Mould - Assistant Chief Executive's Directorate	High	Monthly	85%	●	🔄	80%	89%	89%	76%	78%	80%	83%	85%	89%	93%	Indicative cumulative performance has increased from the previous quarter to 83%. Exceeded target in the three months of the quarter individually. Feedback to management teams in CYPs and R+E has helped improve performance. Improvements made in the Directorates.	
		5.C3	Resident satisfaction - Assessing overall public opinion on the way the council is working and responding to customers	Number of compliments received	Jackie Mould - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	🔲	🔄	603	848	271	292	226	212	240	94	86	60	Increased from the previous quarter. Management Teams continue to be asked to encourage staff to report compliments received.
		5.C4		% 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		49% (Wave 5 June 2017) very or highly satisfied		53% (Wave 6 February 2018) very or fairly well informed					
	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%		24%				
		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%	69%	91%	92%	93%				Performance increased by a further 1% in the final quarter, missing the 95% target set.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT											Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
											Annual		Quarterly					Monthly			
											Year end 2015/16	Year end 2016/17	Q4 Jan - Mar 2017	Q1 Apr - June 2017	Q2 Jul - Sep 2017	Q3 Oct - Dec 2017	Q4 Jan - Mar 2018	Jan-18	Feb-18	Mar-18	
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)	10.97 days (excluding schools)	10.59 days (excluding schools)	10.33 days (excluding schools)	10.39 days (excluding schools)	10.26 days (excluding schools)				Final outturn achieved target, a 6% reduction in sickness absence was achieved over the year.
		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	£10,211 (+50%)	£1,789m (-21%)	£3,856m (-37%)	£5,953m (-22%)	£8,331m (-18%)				Expenditure on agency decreased over the year by 18%, exceeding the 10% target reduction.
		5.D4		Reduction in the amount of CYPs agency social workers (Priority Measure)	Mel Meggs, CPYS	Low	Monthly	49	✗	🔄		77	77	71	64	70	71	68	73	71	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 another decline in performance from Q3 (70) to Q4 (71) which is how the year started in Q1.
		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%				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 – 11 June 2018

Report Title

New Applications for Business Rates Discretionary Relief

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

No, but it has been included on the Forward Plan

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 255158 or diane.woolley@rotherham.gov.uk

Ward(s) Affected

All

Summary

To consider the applications for the award of a business rate discretionary 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 relief is awarded to Headway Rotherham, Rawmarsh CLC, Rosehill Road, Rawmarsh, Rotherham S62 7HJ for the period 31st May 2017 to 31st March 2019 and to Open Minds Theatre Company (South Yorkshire), Rotherham Underground, Corporation Street, Rotherham S60 1NG for the period 6 February 2018 to 31st March 2019.

List of Appendices Included

None

Background Papers

Discretionary Rate Relief Policy - Approved on 12 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 relief is awarded to Headway Rotherham, Rawmarsh CLC, Rosehill Road, Rawmarsh, Rotherham S62 7HJ for the period 31st May 2017 to 31st March 2019 and to Open Minds Theatre Company (South Yorkshire), Rotherham Underground, Corporation Street, Rotherham S60 1NG for the period 6 February 2018 to 31st March 2019

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 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:
Headway Rotherham
Rawmarsh CLC, Rosehill Road, Rawmarsh, Rotherham S62 7HJ**

2.3.1 Rotherham Headway provides support and advice to adults with a brain injury and their families and carers.

The property for which the application is being made is used as an office for administration of the group and for counselling and meetings.

Referral sources include Social Services, the NHS, GPs and Headway UK. Individuals may also contact the organisation directly.

2.3.2 The organisation is funded in the main by donations and fundraising and this modest additional assistance to support the provision of an essential support service is considered to be in line with the criteria within the Council's policy.

2.3.3 Rotherham Headway 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 relief is set out in section 7 of this report.

**2.4 Application 2:
Open Minds Theatre Company (South Yorkshire)
Rotherham Underground, Corporation Street, Rotherham S60 1NG**

2.4.1 Open Minds Theatre Company is a registered charity which works in the community to assist in the developing and equipping of people to lead effective and fulfilled lives. The organisation offers performance workshops and performance space all of which are designed to develop confidence, self-esteem and communication skills.

The charity works with many schools and children and adults with learning and physical disabilities.

They utilise the premises for their theatre work, and as a rehearsal space, community meeting space and performance venue.

2.4.2 Open Minds Theatre Company's application for the award of discretionary rate is considered to be in line with the Council's qualifying criteria as set out in its policy.

The organisation is open to all sections of the community and provides services which enhance and promote community spirit.

They already benefit from discretionary rate relief on their premises at Keppel Wharf in Rotherham.

- 2.4.3 The organisation is applying for discretionary relief with regard to their 2017/18 and 2018/19 rates liability. The financial implication of awarding the relief is set out in section 7 of this report.

3. Key Issues

- 3.1 To consider the applications requesting the award of discretionary 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 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, it is recommended that an award for discretionary relief be granted to the 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 of 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 their applications for discretionary relief which have been assessed by the Council's Finance department.

Financial support in the form of discretionary relief is considered appropriate in respect the organisations listed in Section 2.

- 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
-----	------	------------------------	--------------

Rotherham Headway

17/18	£154.10	£75.51
18/19	£189.81	£93.06

Open Minds Theatre Company (South Yorkshire)

17/18	£165.83	£81.26
18/19	£1,153.62	£565.27

8. Legal Implications

8.1 The statutory framework for discretionary 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)

Graham Saxton, Assistant Director of Financial Services

Approvals obtained on behalf:-

	Named Officer	Date
Strategic Director of Finance & Customer Services	Judith Badger	15.05.2018
Assistant Director of Legal Services	Dermot Pearson	23.05.2018
Head of Procurement (if appropriate)	N/A	
Head of Human Resources (if appropriate)	N/A	

*Report Author: Diane Woolley – Team Leader, Local Taxation
01709 255158 or diane.woolley@rotherham.gov.uk*

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Public Report with Exempt Appendix
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Name of Committee and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 11 June 2018

Report Title

Strategic Property – Land off Stockwell Avenue, Kiveton Park

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

Yes

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director of Regeneration and Environment

Report Author(s)

Sharon Langton, Principal Estates Surveyor
01709 254037 or sharon.langton@rotherham.gov.uk

Ward(s) Affected

Wales Ward

Summary

The purpose of this report is to seek approval to the joint disposal of approximately 24 acres of land off Stockwell Avenue, Kiveton Park in partnership with the Rotherham North Notts Group (RNN). This site is allocated as a residential development site in the Local Plan that will potentially deliver 268 homes.

Recommendations

1. That the disposal of a strategic property as shown edged in red and hatched in pink at Appendix 1 and as detailed within Option 1 of this report, be approved.
2. That if the necessary verification is not obtained in relation to Option 1 then Option 2 be approved.
3. That the Assistant Director of Planning, Regeneration and Transport negotiates and agrees the terms and conditions of the proposed disposal, with the Assistant Director of Legal Services negotiating and completing the necessary legal documentation.

List of Appendices Included

Appendix 1 Location and Site Plan

Appendix 2 Exempt Financial Addendum

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

Appendix 2 is exempt *under paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A to the Local Government Act 1972 . They contain sensitive commercial information about the potential disposal of land and negotiation strategy.*

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information, as the Councils commercial interests could be prejudiced by disclosure of this commercial information.

Strategic Property – Land off Stockwell Avenue, Kiveton Park

1. Recommendations

- 1.1 That the disposal of a strategic property as shown edged in red and hatched in pink at Appendix 1 and as detailed within Option 1 of this report, be approved.
- 1.2 That if the necessary verification is not obtained in relation to Option 1 then Option 2 be approved.
- 1.3 That the Assistant Director of Planning, Regeneration and Transport negotiates and agrees the terms and conditions of the proposed disposal, with the Assistant Director of Legal Services negotiating and completing the necessary legal documentation.

2. Background

- 2.1 The Council and the Rotherham North Notts Group (RNN) both own land as shown edged in red, at Appendix 1. The land owned by the Council is shown hatched in pink and the land owned by RNN is shown hatched in green. RNN has recently advised that it has Board approval to progress with the disposal of its site.
- 2.2 There are restrictions on the freehold ownership titles belonging to both the Council and RNN and these will require further consideration which will be dealt with as part of the formal negotiations and disposal process of this site.
- 2.3 The land is currently occupied under a farm business tenancy and this tenancy will be renegotiated as part of the redevelopment of this site.
- 2.4 There is also an agreement in place between both owners of this site to jointly market it and split the proceeds in an agreed apportionment 50:50. This does not negate the fact that both owners can subsequently agree to a different method of disposal.
- 2.5 There is a separate six way ransom strip agreement at the end of Chapel Way which is one of the two main proposed vehicular accesses into this site. Both of these accesses are required in order to deliver the whole area as a comprehensive residential development site; thereby, maximising housing numbers and market value. This ransom strip agreement is complex in nature and it will need to be dealt with as part of the formal negotiations and disposal process of this site.
- 2.6 The Planning Authority has advised that this land is designated as a residential development site and that this allocation will be retained in the Council's forthcoming Local Plan, with a potential capacity of 268 dwellings. In terms of the optimum access arrangements to serve this site it would need to link to the adopted highways known as Chapel Way and Lambrell Avenue. As noted above, there is a ransom strip at the end of Chapel Way. If the ransom cannot be satisfactorily dealt with by agreement; an alternative access into the site would be possible but would potentially reduce the number of dwellings capable of being developed.

- 2.7 This site is within close proximity to local services, existing housing areas and near to public transport services with links into the town centre and Sheffield. Therefore the site complies with a number of key Core Strategy policies within a highly sustainable location.

3. Key Issues

- 3.1 A Special Purchaser is a particular buyer for whom a particular asset has special value because of advantages arising from its ownership that would not be available to other buyers in a market. On this subject site a housing developer owns a proportion of the ransom strip. The housing developer is willing to give up its share of the ransom value, if the whole site is sold to them at special value. This will create a special (additional) value that can then be shared equally between the Council and RNN.

The market value of a site cannot be fully tested unless it is advertised for sale on the open market. However, in this case, it is acknowledged that a special value can be achieved by way of a Special Purchaser which is not able to be provided by multiple market participants on the open market. As such, the way to test that best value is achieved is to have this verified by an independent view (an assessment of this value by an independent valuer). In addition, the Council can also deliver best value in Option 1 by enabling the development to proceed more rapidly; with a developer the Council has a working relationship with the Council can ensure that it has the maximum amount of housing on the site because of the use of the ransom strip being included by the developer. Furthermore, Option 1 removes the requirement for the marketing of the site which can be time consuming with an offer accepted and subsequently withdrawn as part of this process.

- 3.2 In consideration of the fact that the Special Purchaser has offered to waive its ransom strip element as part of the formal negotiations, Asset Management officers are of the opinion that best value would be obtained if sold to the Special Purchaser rather than offering the whole site to the open market subject to the ransom strip.
- 3.3 The outcome of the negotiations/agreed deal with the Special Purchaser will be subject to verification or determination by an Independent Valuer; whether this is a sale of the whole or the agreed phased apportionment of the staged development of the whole site.
- 3.4 The Council currently receives revenue income from its proportion of the farm business tenancy and part of this income would be lost on the developable part as a result of the sale. The current rent apportionment and reduced rental is contained within the exempt financial addendum at Appendix 2.

4. Options considered and recommended proposal

- 4.1 **Option 1** That Cabinet resolves to dispose of this land to a Special Purchaser; subject to the necessary verification/determination from an Independent Valuation that the private treaty transaction is reasonable (fair value). It is Asset Management's opinion that if this option is pursued the Council will achieve best value and consideration. For this reason it is recommended that this option is pursued.
- 4.2 **Option 2** That Cabinet resolves to offer to dispose of this land on the open market. This provides any and all prospective purchasers the opportunity to bid for the site. With full marketing this should ensure that Market Value is obtained. However, considering the fact that the full cost of the ransom strip will be enforced and that the Special Purchaser wishes to develop the site, it is anticipated that it may put up obstacles to the delivery of this housing growth by an alternative developer. Option 2 will, however, deliver a capital receipt based on market value but not best value and consideration in terms of exploring Option 1 in the first instance, as the full cost of the ransom strip will need to be taken into account.
- 4.3 It is recommended that Option 1 is firstly pursued subject to Independent Valuation verification/determination in the disposal process. If this method of disposal falls through then it is recommended that Option 2 is pursued.

5. Consultation

- 5.1 Wales Ward Members have been consulted on the proposal and are supportive of the recommendations.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The Special Purchaser would like to either purchase the freehold interest or have a development agreement in place to purchase in phases as soon as possible.
- 6.2 Once the options have been considered and a course of action agreed, Asset Management will be given formal instructions to conclude the negotiations.
- 6.3 Dependent upon the outcome of the negotiations and planning application by the purchaser, the capital receipt is targeted in the financial year 2019-20. This could either be the full amount or a proportion thereof based on phased development over 3 financial years (2019-20, 2020-21, 2021-22). This will be dependent on a potential increase of housing numbers when the purchaser's layout and design goes through the planning process.

7. Financial and Procurement Implications

- 7.1 The estimated capital receipt from the proposed disposal of this strategic property is contained within the exempt financial addendum at Appendix 2.

- 7.2 It is anticipated that the costs of obtaining an Independent Valuer verification of the purchase price will be in the region of £2,500 plus VAT, which is expected to be met by the Special Purchaser as part of the transfer costs (subject to negotiation).
- 7.3 It is also anticipated that the Council's legal and professional Fees in dealing with the disposal will be met by the Special Purchaser. This is estimated to be in the region of 2.5 % of the total capital receipt.
- 7.4 There are no general holding costs associated with this asset as all such costs are met by the Farmer under the farm business tenancy. However, there may be potential repair costs associated with the land drain which is estimated to potentially be £20,000 up until disposal which will be met by the Council.
- 7.5 There are no known procurement implications associated with this report.

8. Legal Implications

- 8.1 The full legal implications can be confirmed once the negotiations are finalised and Independent Valuation verification/determination is agreed.
- 8.2 As noted at paragraph 2.2 above and 13.1 below there are restrictions on the freehold ownership titles belonging to both the Council and RNN

9. Human Resources Implications

- 9.1 There are no HR implications arising from this report

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 None Considered

11. Equalities and Human Rights Implications

- 11.1 None considered

12. Implications for Partners and Other Directorates

- 12.1 None Considered

13. Risks and Mitigation

- 13.1 There are restrictions on the titles of both the Council and RNN, in particular the ransom strip detailed within the report. These are complex in nature and will need further legal and valuation consideration as part of the disposal process. It is anticipated they will be resolved either as part of the formal negotiations or through the legal disposal process of this site. For example, it may be that defective title indemnity insurance needs to be obtained. The negotiated solutions to these restrictions will be factored into the referral to the independent valuer to ensure overall best consideration.

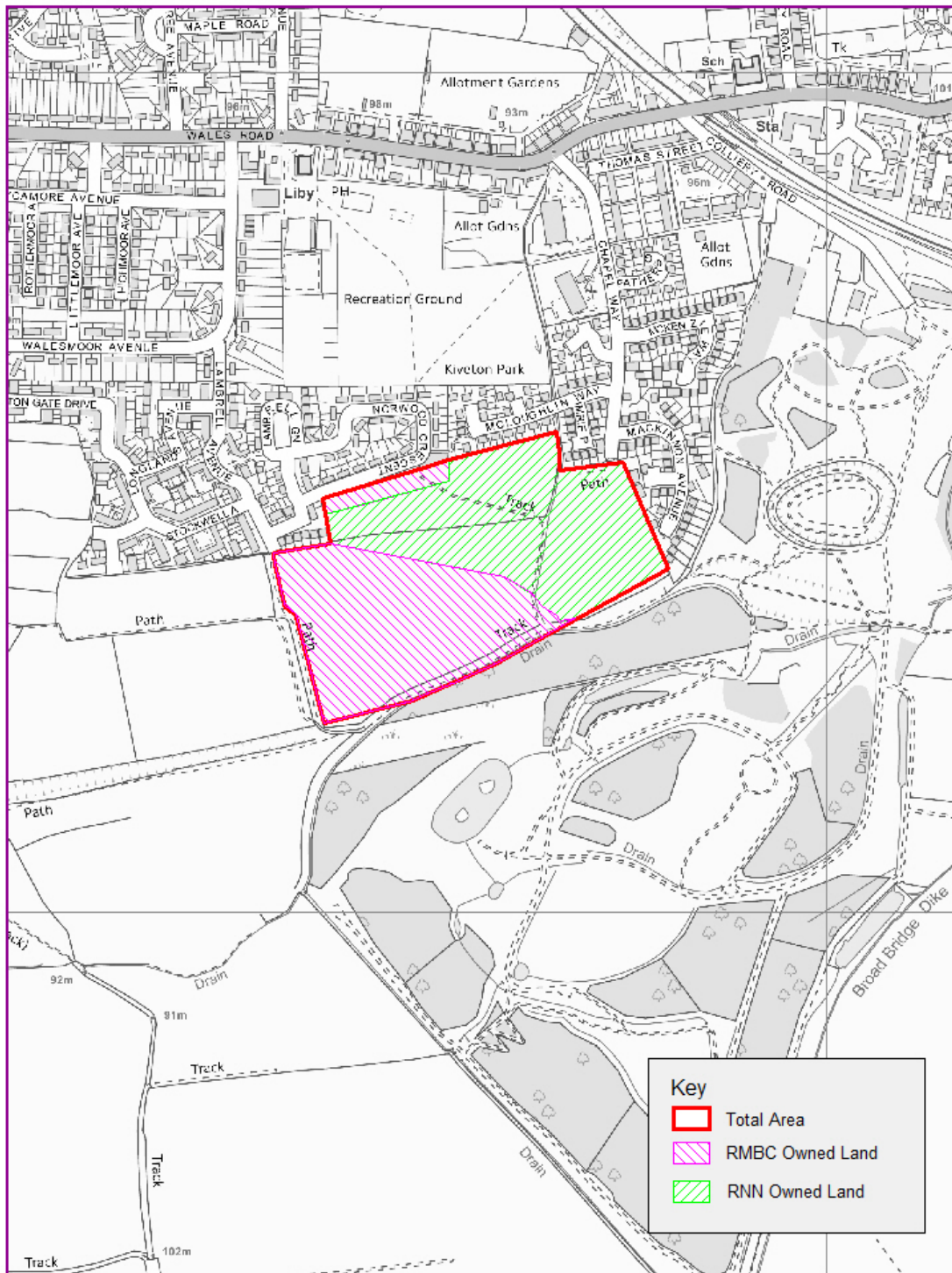
14. Accountable Officer(s)

Damien Wilson, Strategic Director of Regeneration and Environment
 Sharon Langton, Principal Estates Surveyor, Asset Management

Approvals obtained on behalf of:-

	Named Officer	Date
Strategic Director of Finance & Customer Services (S.151 Officer)	Paul Stone	15/05/18
Assistant Director of Legal Services (Monitoring Officer)	Neil Concannon	15/05/18
Head of Procurement (if appropriate)	N/A	
Head of Human Resources (if appropriate)	N/A	

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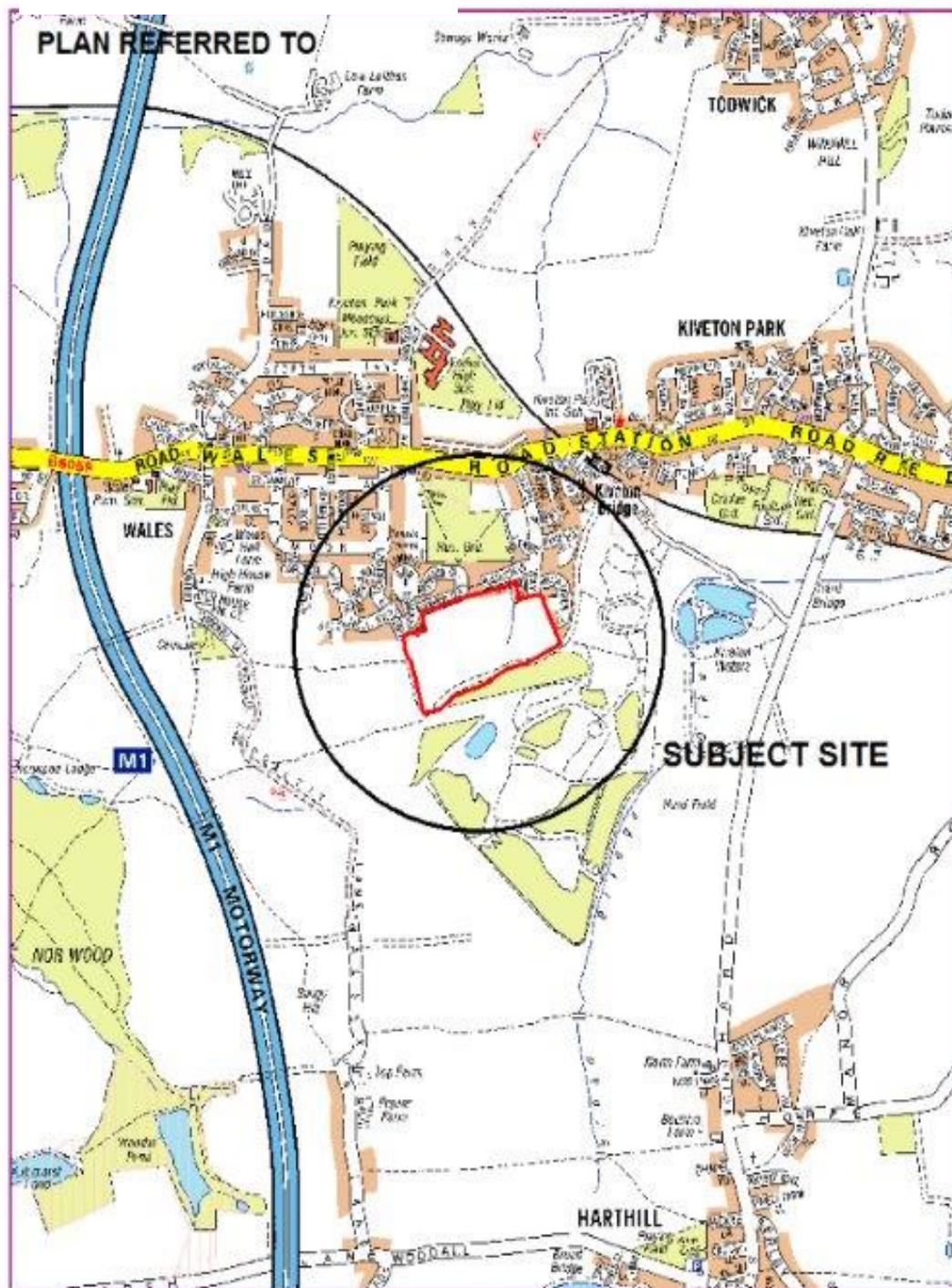
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For identification purposes only.
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LAND AT STOCKWELL AVENUE
 KIVETON PARK
 SHEFFIELD

Rotherham Metropolitan Borough Council

MSPT/Angle/Gen/Enc.wrk



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Land at Stockwell Avenue
Kiveton Park
Sheffield

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of the Local Government Act 1972.

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Summary Sheet

Name of Committee and Date of Committee Meeting

Cabinet and Commissioner Decision Making Meeting – 11 June 2018

Report Title

Rotherham Local Plan: Adoption of the Sites and Policies Document

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

Yes

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration & Environment

Report Author(s)

Andy Duncan, Planning Policy Manager
01709 823830 or andy.duncan@rotherham.gov.uk

Helen Sleight, Senior Planning Officer
01709 823831 or helen.sleight@rotherham.gov.uk

Ward(s) Affected

All wards.

Executive Summary

The report seeks approval for the Sites and Policies Document to be referred to Council for formal adoption as part of Rotherham's Local Plan. The document has been examined by an independent Planning Inspector and found to be "sound" subject to some changes. The Inspector's final report sets out these changes, known as Main Modifications.

Recommendations

1. That the Inspector's final report and the recommended Main Modifications be noted.
2. That the Sites and Policies Document, as modified, be referred to Council for formal adoption as part of the Development Plan for Rotherham.

List of Appendices Included

Appendix 1 The Inspector's final report on the examination of the Sites and Policies Document (including the recommended Main Modifications).

https://www.rotherham.gov.uk/localplanexamination/downloads/file/893/rotherham_sites_and_policies_dpd_inspectors_report_and_appendix

Appendix 2 Publication Sites and Policies Document (the version submitted for examination)

http://www.rotherham.gov.uk/localplanexamination/downloads/file/2/sd02_publication_sites_and_policies_-_september_2015

Appendix 3 Schedule of Minor Modifications to the Sites and Policies Document

http://www.rotherham.gov.uk/localplanexamination/downloads/file/891/rmbc075_schedule_of_minor_modifications

Background Papers

The Rotherham Sites and Policies Document examination website provides further detail of the process and hosts all related documents.

<http://www.rotherham.gov.uk/localplanexamination>

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

Rotherham Local Plan: Adoption of the Sites and Policies Document

1. Recommendations

- 1.1 That the Inspector's final report and the recommended Main Modifications be noted.
- 1.2 That the Sites and Policies Document, as modified, be referred to Council for formal adoption as part of the Development Plan for Rotherham.

2. Background

- 2.1 The Council is preparing a Local Plan for Rotherham. This is the Development Plan for the Borough. This is both a statutory requirement and a pro-active approach to meeting the need for new homes and jobs, promoting economic growth and continuing the regeneration of the Borough. The Local Plan underpins other key Council strategies, such as the Economic Growth Plan and the Housing Strategy.
- 2.2 The two key documents contained within the Local Plan are the Core Strategy (adopted September 2014), and the supporting Sites and Policies Document.
- 2.3 The Sites and Policies Document allocates land to meet the targets for new homes and jobs, fixed in the adopted Core Strategy. Most new development proposed will be focused in the Rotherham Urban Area (including at Bassingthorpe Farm) and the three Principal Settlements for Growth at:
 - Wath upon Dearne, Brampton Bierlow, West Melton
 - Dinnington, Anston and Laughton Common, and
 - Bramley, Wickersley and Ravenfield Common.

3. Key Issues

Inspector's final report

- 3.1 During 2016 and 2017, a Government Inspector has carried out an independent examination of the Sites and Policies Document. The Inspector issued his final report to the Council in April 2018, setting out his conclusions. He has taken into account the Council's evidence, and submissions from others, and decided that limited changes to the plan are required to make it sound and able to be adopted in due course. "Sound" means that the plan is positively prepared, justified, effective and consistent with national policy.

- 3.2 The Inspector's changes (known as "Main Modifications") are set out in his final report, which is available at **Appendix 1**. The Publication Sites and Policies Document (the version submitted to the Secretary of State for independent examination) is available at **Appendix 2**. Officers have also identified a number of minor changes and updates required to the document during the examination. The Inspector has confirmed these do not affect the soundness of the plan and can be changed as Minor Modifications, before publication of the adopted version. This Schedule of Minor Modifications is available at **Appendix 3**.
- 3.3 The Inspector's final report has been published on the Council's Local Plan examination website and interested parties have been notified. The examination is now closed.
- 3.4 The Inspector's changes are fairly limited and he has accepted almost all of the proposed development sites in the plan. Key highlights are:

All legal requirements met	The Inspector has confirmed that the plan meets all the legal requirements, such as compliance with the local development scheme, consultation requirements, duty to cooperate, sustainability appraisal, habitats regulations assessment, national planning policy (NPPF), and the relevant Act and Regulations.
Vast majority of sites accepted	Nearly all the development sites proposed in the plan have been accepted by the Inspector. These can now come forward to provide the new homes and jobs the Borough needs.
Windfalls accepted as housing supply	Windfalls are new homes built on unallocated sites. Being able to include windfalls as additional flexibility in meeting the housing target avoids allocating more land.
New Green Belt land at Thorpe Hesley	Land at Thorpe Hesley has been protected by including it in the Green Belt.
Gypsy and Traveller needs met	The plan's proposals to meet Gypsy and Traveller needs have been accepted by the Inspector.

Promoting growth

- 3.5 Adoption of the Sites and Policies Document, and the release of development land, will give a boost to the new homes and jobs the Borough needs. Over the plan period from 2013 to 2028, the plan provides for:

83 sites for new homes	Along with existing planning permissions, and housing sites under construction, these new sites will provide enough land for 958 new homes a year to meet the Core Strategy target of around 14,000 new homes over the plan period. Some other sites allocated for mixed use will also provide some housing.
36 sites for employment use	These employment sites allow for expansion and inward investment to potentially create around 21,000 new jobs over the plan period. This includes two sites identified as part of the Bassingthorpe Farm Strategic Allocation, a Special Policy Area at the former Maltby Colliery and three sites for mixed use development which will contribute towards the employment land requirement.
1 site for Gypsy & Traveller use	This allocated site meets the need for Gypsy and Traveller provision identified for Rotherham.
Bassingthorpe Farm	Within the plan period, Bassingthorpe Farm should deliver over 1,100 new homes and 11 hectares of employment land. In total, this strategic site will eventually provide around 2,400 new homes.
Waverley New Community	The plan allocates Waverley as a Special Policy Area. It should continue to deliver around 180 new homes a year during and beyond the plan period. The site has planning permission for 3,890 new homes, of which 750 have been built to date.
Safeguarded land	In addition to these development sites, there are 15 areas identified as “safeguarded land”. This is land taken out of the Green Belt but held in reserve and not developed in this plan period, i.e. not before 2028. Identifying safeguarded land helps to retain the Green Belt boundary beyond the plan period. Any consideration of safeguarded land for development would require a review of the Local Plan.

Protecting the environment

3.6 Along with promoting growth, adoption of the plan will also help protect the Borough’s environment. The Sites and Policies Document contains development management policies grouped under seven themes designed to meet the main aims of the Core Strategy, these are:

- To implement a strategy that **delivers new development in sustainable locations.**

- To deliver housing developments which **create mixed and attractive places to live**.
- To support developments, including business, industry, retail, leisure and tourism which **support a dynamic economy**, including Rotherham's network of retail and service centres.
- To **support movement and accessibility** within Rotherham through successful public and private transport networks, as well as encouraging walking and cycling.
- To **manage the natural and historic environment** to protect and enhance Rotherham's green infrastructure, bio and geo-diversity and water environments, as well as guide minerals related development and deal with flood risk.
- To **create safe and sustainable communities** by supporting safe, healthy, sustainable and well-designed places, as well as the delivery of renewable energy and appropriate community facilities.
- To **ensure that the necessary new infrastructure is delivered** to support the plan's spatial strategy and that decisions are taken with regard to the national presumption in favour of sustainable development.

4. Options considered and recommended proposal

Option 1: The Council adopts the Sites and Policies Document as modified by the Inspector's Main Modifications

- 4.1 The Council has received the Inspector's final report, setting out the Main Modifications required to make the plan sound. The Council can now proceed to adopt the plan as modified. The Sites and Policies Document will then become part of the statutory Development Plan for Rotherham.
- 4.2 Adoption of the plan will enable the release of the development sites chosen by the Council as the most appropriate to promote the sustainable growth of Rotherham. This will significantly boost the supply of new homes and jobs that Rotherham needs and support the delivery of the Council's Economic Growth Plan and Housing Strategy. Crucially, it will also help ensure a five year supply of housing land to protect the Council against speculative development on other non-preferred sites.
- 4.3 Adoption of the plan will also bring into force the development management policies designed to protect and enhance the environment. This policy protection is required to complement the plan's growth ambitions and ensure new development is delivered in a sensitive manner.

Option 2: The Council does not adopt the Sites and Policies Document

- 4.4 The Inspector's Main Modifications are required to make the plan sound and enable the Council to adopt it in due course. The Council could, however, decide not to accept these changes and not adopt the plan.
- 4.5 The Inspector's Main Modifications are required to make the plan sound. Without making these changes the Council cannot legally adopt the plan. Not accepting the changes and not adopting the plan would lead to uncertainty in the determination of planning applications. It would restrict the Council's ability to provide for the new homes and jobs the Borough needs. It would risk diverting the inward investment the Council seeks to secure for Rotherham. This could give rise to the following situations:
- **Failure to provide new homes** – It would be impossible to achieve Rotherham's new homes target without adopting the Sites and Policies Document. The target of 958 new homes a year is fixed in the adopted Core Strategy in 2014, and supported by the Strategic Housing Market Assessment (SHMA).
 - **Failure to deliver new jobs** – The Rotherham Economic Growth Plan includes a target to increase the amount of industrial and commercial floor space in the Borough. A lack of suitable new space is a barrier to businesses growth and investment when companies are unable to find the premises they need to locate and grow in Rotherham.
 - **Loss of planning appeals on greenfield and Green Belt sites** – The Council would not be able to demonstrate a five year supply of housing land. This would result in a significant risk of losing planning appeals on speculative development on greenfield and potentially on Green Belt sites, as has recently been demonstrated (e.g. the Council's refusal of a residential application at Blue Mans Way, Catcliffe was won on appeal due to the lack of a five year supply). The wider risk is that the Council is unable to direct the housing needed onto properly planned and sustainable sites; and that the lack of developer certainty in the absence of an up-to-date Local Plan harms overall housing delivery.
 - **Loss of planning appeals on Gypsy and Traveller sites** – The Council would not be able to demonstrate adequate provision for Gypsy and Traveller needs. This would expose the Council to the risk of losing planning appeals on speculative Gypsy and Traveller sites. The Council has recently successfully defended an appeal on a proposed Gypsy and Traveller site in the Green Belt at Aston, partly due to the fact that the Sites and Policies document allocates a preferred site for Gypsy and Traveller needs.

- **Risk of intervention by the Secretary of State** – The Secretary of State has a default power under section 27 of the Planning and Compulsory Purchase Act 2004 (as amended) to prepare or revise and approve a development plan document for a local planning authority. If the Secretary of State considered that the Council were “failing or omitting to do anything it is necessary for them to do in connection with the preparation, revision or adoption of a development plan document”, he has the power to impose a plan on the Council. The Council would also have to fund this intervention.

Recommended proposal

- 4.6 Option 1 is recommended, so that the Sites and Policies Document, as modified, is referred to Council for consideration for adoption.

5. Consultation

- 5.1 The Sites and Policies Document has been subject to extensive public consultation, over a number of years. Consultation has been tailored to each stage of the process but has typically involved a variety of methods, including press adverts, radio interviews, letters, emails, public drop-in sessions, member and parish briefings, web content, and hard copies in libraries. The Inspector has concluded that the Council has complied with all the legislative requirements on consultation.
- 5.2 At each stage of plan preparation, officers have considered both the results of public consultation and the ongoing Integrated Impact Assessment (IIA) of the draft plan. Where consultation comments and the IIA have raised material planning considerations, officers have made appropriate changes to the draft policies and site allocations.
- 5.3 Following approval by Council, the Sites and Policies Document was submitted to central Government on 24 March 2016 (Council Meeting 16/9/15, minute 55 refers). The document has been examined by an independent Planning Inspector appointed by the Secretary of State. Public hearings for the examination were held from July to December 2016.
- 5.4 After the hearings, the Inspector required the Council to identify and consult on additional housing sites in the Wath upon Dearne, Brampton Bierlow, and West Melton area. This was to remedy a shortfall against the Core Strategy housing target for this area that came to light as part of the examination. This consultation was approved by Cabinet (Cabinet 26/6/17, minute 8 refers) and was carried out between 3 July and 14 August 2017.
- 5.5 Having held a further hearing session on 19 October 2017 to consider the comments made on the Wath area consultation, the Inspector accepted the two additional housing sites consulted on and included them in his Proposed Main Modifications.

5.6 Consultation on the Inspector's Proposed Main Modifications was approved by Cabinet (Cabinet 11/12/17, minute 88 refers) and was carried out between 8 January and 19 February 2018. All comments received on this consultation were forwarded to the Inspector.

6. Timetable and Accountability for Implementing this Decision

6.1 The Inspector has considered all duly made representations to the Proposed Main Modifications consultation and taken them into account when writing his final report. The report recommends that the Sites and Policies Document can be made sound, by applying the Main Modifications set out. The Council is now able to proceed to adopt the Sites and Policies Document, as modified.

6.2 The timetable below shows the significant stages in the Local Plan process to date. Dates shown for future stages are indicative.

Date	Stage
2014	
September	Meeting of the Council adopted the Core Strategy
October/ November	Public consultation on the Final Draft Sites and Policies Document
2015	
September	Meeting of the Council approved publication and submission of the Sites and Policies Document
September/ November	Sites and Policies Document published for statutory six week consultation prior to submission to Secretary of State
2016	
March	Sites and Policies Document submitted to Secretary of State
July/ December	Inspector held public hearings to examine the plan
2017	
March	Council received Inspector's letter setting out Proposed Main Modifications to the plan, including the requirement to identify additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area
June	Council's Cabinet approved public consultation on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area
July/ August	Public consultation for six weeks on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area
October	Inspector held further public hearing on additional housing sites
November	Council received Inspector's letter confirming Proposed Main Modifications for public consultation
December	Council's Cabinet approved public consultation on the Inspector's Proposed Main Modifications

2018	
January/ February	Public consultation for six weeks on Proposed Main Modifications
April	Inspector issued final report to the Council confirming Main Modifications required to make the plan sound
June	Council's Cabinet to consider recommendation to Council to adopt the plan as modified
June	Meeting of the Council to consider adoption of the plan as modified

7. Finance and Procurement Implications

- 7.1 There are no specific implications associated with the decisions in this report. The costs associated with the adoption of the Sites and Policies Document will be approximately £2,500. This mainly relates to printing and postage costs and will be met from existing approved revenue budgets.

8. Legal Implications

- 8.1 The preparation of the Local Plan has complied with the relevant legislation and the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). Once adopted, the Sites and Policies Document will form part of the statutory Development Plan for Rotherham and will be used to guide the determination of future planning applications.
- 8.2 On adoption, the Sites and Policies Document will also replace the remaining saved policies of the Unitary Development Plan, which will be superseded in its entirety.
- 8.3 Article 3 of the Constitution sets out that the Development Plan is part of the policy framework. The approval or adoption of plans and strategies making up the policy framework is a function of the Council. As such, only a meeting of the Council can adopt the Sites and Policies Document, as it will form part of the Development Plan for Rotherham. Cabinet is asked to note the Inspector's final report and recommended Main Modifications. Cabinet is then asked to refer the Sites and Policies Document, as modified, to Council to consider its adoption as part of the Development Plan.
- 8.4 If the recommendations are accepted, the report to Council will recommend that the Sites and Policies Document, as modified by the Inspector's Main Modifications and the Minor Modifications, is adopted as part of the Development Plan for Rotherham. Council will then be asked to resolve that officers make the necessary changes to the Sites and Policies Document required by the Main Modifications, the Minor Modifications and any consequential changes to numbering, formatting and images prior to publication of the adopted Sites and Policies Document.

9. Human Resource Implications

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

10. Implications for Children and Young People and Vulnerable Adults

10.1 There are no implications for Children and Young People and Vulnerable Adults arising from this report

11. Equalities and Human Rights Implications

11.1 An Equalities Impact Assessment has been undertaken during the preparation of the Sites and Policies Document as prescribed by legislation. This assessment has been considered by the independent examination as part of the Integrated Impact Assessment of the plan.

12. Implications for Partners and Other Directorates

12.1 Partners and other Directorates have been fully involved in the process of formulating the Local Plan.

13. Risks and Mitigation

13.1 The Council may be open to legal challenge should the Local Plan not be prepared in accordance with the relevant legislation and regulations. Legal advice has been sought at appropriate stages, to minimise any risks.

14. Accountable Officer(s)

Damien Wilson, Strategic Director of Regeneration & Environment

Approvals obtained on behalf of:

	Named Officer	Date
Strategic Director of Finance & Customer Services	Jon Baggaley	10/4/18
Assistant Director of Legal Services	Dermot Pearson	8/5/18
Head of Procurement (if appropriate)	Kay Handley	10/4/18
Head of Human Resources (if appropriate)	John Crutchley	10/4/18

*Report Author: Andy Duncan, Planning Policy Manager
01709 823830 or andy.duncan@rotherham.gov.uk*

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

Stage 2 - Detailed Proposals

This stage enables the shortlisted development partners to develop and finalise proposals and delivery packages for final evaluation.

Scoring Breakdown

The scoring breakdown for Stage 2 of the Forge Island Development Opportunity is set out in the table below.

Development Criteria	%
Project Delivery	5%
Proposal	60%
Development Proposal and Design Quality	40%
Timeline/Phasing	5%
Marketing, Letting and Sales Strategy	5%
Pre-let or end users	5%
Stewardship and management	5%
Financial Proposal	20%
Financial Development Appraisal	10%
Residual Land Value	5%
Funding Mechanism	5%
Legal arrangements	15%

Bid Requirements

The bid requirements for Stage 2 of the Forge Island Development Opportunity are as follows.

Task	Requirement
<u>Section 1: Project Delivery</u> Project Management, Proposed Team Structure and Personnel & Added value	Up to 4 pages, with two page CVs for team members. Completion of relevant sections.
<u>Section 2: Proposal</u> Development Proposal and Design Quality Timeline / Phasing Marketing, Letting and Sales Strategy Pre-let or end users Stewardship and Management	Up to 10 pages of A4 narrative together with masterplan/design plans & visualisations. Completion of Timeline / Phasing Table. Up to 4 pages. Completion of pre-let or end users section. Completion of stewardship and management section
<u>Section 3: Financial Proposal</u> Financial Development Appraisal Residual Land Value Funding Mechanism	Financial Development Appraisal with associated evidence. Completion of residual land value section Completion of funding mechanism section.
<u>Section 4: Legal Submission</u>	Agreement with, or amendments required to, Agreement for Lease and Lease documents.

Summary Sheet

Committee Name and Date of Committee Meeting

Cabinet and Commissioners' Decision Making Meeting – 11 June 2018

Report Title

Forge Island Development

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

Yes

Strategic Director Approving Submission of the Report:

Damien Wilson, Strategic Director of Regeneration and Environment

Report Author(s)

Tim O'Connell - Head of RiDO

01709 254563 or tim.oconnell@rotherham.gov.uk

Ward(s) Affected

Boston Castle

Summary

As agreed at Cabinet on 11th September 2017 the Council is currently out to the market to secure a development partner for Forge Island. Stage 1 of the process has been completed and the Council has invited three potential development partners to submit detailed development proposals. The deadline for proposals to be received is 29th June 2018.

To allow a scheme to progress as quickly as possible it is proposed that the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Jobs & the Local Economy and the Strategic Director of Finance & Customer Services are given the appropriate authority to select a development partner from among the bids submitted in June.

In addition, authority is requested to complete outstanding property purchases at Riverside Precinct and to progress with the flood defence work required for development to take place.

Recommendations

1. That the decision to appoint a development partner for Forge Island and the terms of that appointment be delegated to the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Jobs and the Local Economy.

2. That the Strategic Director of Regeneration and Environment be delegated authority to use the powers available to the Council to agree the purchase and terms of the leaseholds at Riverside Precinct and that funding for these acquisitions be provided from the Town Centre Investment scheme within the approved Capital Programme.
3. That, subject to an assessment of the financial viability of the proposed final terms of the development agreement, the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services, be delegated authority to commit resources from the Town Centre Investment scheme within the approved Capital Programme to deliver a preferred scheme for the development of Forge Island.
4. That the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services, be delegated authority to instruct Legal Services or a third party legal provider to negotiate and complete the necessary legal documentation to give effect to the recommendations above.
5. That approval be given to implement the flood defence works and the funding for implementation is taken from the allocated Town Centre Investment Scheme.
6. That Cabinet receive information on the Town Centre Investment scheme spend profile at appropriate trigger points.

List of Appendices Included

- Appendix 1 Forge Island Stage 2 Submission Requirements and Scoring Breakdown
- Appendix 2 Exempt Appendix – Commercial Information

Background Papers

Rotherham Town Centre Implementation Masterplan, Cabinet Report 11th September 2017

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

*An exemption is sought for **Appendix 2**; under paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A of the Local Government Act 1972 is requested, as this report contains sensitive commercial information with regards to costing for works and commercial agreements which could disadvantage the Council in any negotiations if the information were to be made public.*

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information, as the parties' commercial interests could be prejudiced by disclosure of commercial information.

Appointment of a Development Partner for Forge Island

1. Recommendations

- 1.1 That the decision to appoint a development partner for Forge Island and the terms of that appointment be delegated to the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Jobs and the Local Economy.
- 1.2 That the Strategic Director of Regeneration and Environment be delegated authority to use the powers available to the Council to agree the purchase and terms of the leaseholds at Riverside Precinct and that funding for these acquisitions be provided from the Town Centre Investment scheme within the approved Capital Programme.
- 1.3 That, subject to an assessment of the financial viability of the proposed final terms of the development agreement, the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services, be delegated authority to commit resources from the Town Centre Investment scheme within the approved Capital Programme to deliver a preferred scheme for the development of Forge Island.
- 1.4 That the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services, be delegated authority to instruct Legal Services or a third party legal provider to negotiate and complete the necessary legal documentation to give effect to the recommendations above.
- 1.5 That approval be given to implement the flood defence works and the funding for implementation is taken from the allocated Town Centre Investment scheme.
- 1.6 That Cabinet receive information on the Town Centre Investment scheme spend profile at appropriate trigger points.

2. Background

- 2.1 On 11 September 2017 Cabinet resolved to adopt the Town Centre Masterplan and go out to the market to secure a development partner for Forge Island.
- 2.2 The importance of moving swiftly to appoint a development partner on Forge Island is clearly articulated in the Town Centre Masterplan and the process and timetable adopted reflects this urgency. A development brief for Forge Island has been released to the market, and from the responses received, three potential partners have been selected to submit detailed proposals.
- 2.3 The Forge Island Development comprises three sites:-
 - A) Forge Island Peninsula
 - B) Riverside Precinct
 - C) Former Magistrates Court

- 2.4 It is anticipated that any funding requirement to deliver the redevelopment of Forge Island or associated works will need to be managed from within the Town Centre Investment scheme in the approved Capital Programme.
- 2.5 The expected outcome of the development partner selection process is that the Council will notify of the appointment of a development partner during the week commencing 23 July 2018 and subsequently complete a legal agreement to lease Forge Island to the development partner. The agreement will include an option for the Council to take back the site if satisfactory progress is not made.
- 2.6 Key milestones, leading to the appointment of a development partner are shown below:

29 March 2018	Stage 1: Deadline for completed expression of interest submissions (completed)
02 April – 20 April 2018	Evaluation of Stage 1 submissions (completed)
w/c 23 April 2018	Notification of evaluation results (completed)
w/c 23 April 2018	Issue of invitation to bid (Stage 2) (completed)
29 June 2018	Deadline for completed Stage 2 submissions
25 June – 06 July 2018	Evaluation
w/c 23 July 2018	Notification of appointment of a development partner
w/c 03 September 2018	Confirmation of appointment and exchange of agreement

- 2.7 The Stage 2 submission requirements and scoring breakdown is attached at Appendix 1.

3. Key Issues

- 3.1 To meet the timetable set out in 2.6 above means the decision for a development partner is required between the 29th June and 23rd July. In order to ensure this timescale is adhered to it is proposed to delegate this decision as detailed in this report and in the recommendations.
- 3.2 In response to the aspirations for high quality and the catalytic impact that the Council wishes to see delivered from this development there may be proposals included in the Stage 2 submissions that have a financial cost to the Council. In selecting a development partner it will be necessary to include appropriate authority for the decision maker to commit resources from the approved Capital Programme. To avoid the potential to prejudice commercial negotiations with Stage 2 bidders the parameters of this delegation are set out in exempt Appendix 2.

- 3.3 There remain two units within the Riverside Precinct in the Council's ownership, with long leases in place; negotiations for purchasing these are progressing. It will greatly assist the process of negotiation if the authority is delegated to the Strategic Director of Regeneration and Environment to agree the terms for obtaining these leaseholds, and negotiate with leaseholders to obtain vacant possession.
- 3.4 At present the Forge Island peninsula and Magistrates Court area are at high risk of flooding, as such this creates risk for potential developer bidders. The cost of flood defence construction, viewed as 'abnormal development costs' by developers, will be reflected in the value of the site for development purposes.
- 3.5 The masterplan project delivery team have been working with the Council flood and drainage specialists to develop a potential flood defence scheme for Forge Island and as part of the Rotherham Renaissance Flood Alleviation Scheme (RRFAS). The scheme helps prevent flood water from the River Don entering the canal network, leading to flooding of key town centre infrastructure, particularly the rail and road network.
- 3.6 The Council are evaluating the option to undertake flood defence works ahead of development of the site to enhance the value of the site for development purposes, accelerate development and implement a key section of the RRFAS flood alleviation scheme for the town.
- 3.7 In undertaking the works the Council maintains control over the budget costs, the design and the functionality of the mitigation measure.

4. Options considered and recommended proposal

- 4.1 Recommended Proposal - to ensure the Council is able to progress the development expeditiously it is recommended that the decision to appoint a development partner is delegated to the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Jobs and the Local Economy.
- 4.2 It is also recommended that the Strategic Director for Regeneration and Environment is given delegated authority to agree the price and terms for the purchase of leasehold interests at Riverside Precinct and, in consultation with the Strategic Director of Finance and Customer Services, delegated authority to commit resources from the approved £17m Town Centre investment funding within the approved Capital Programme to deliver a preferred scheme for the development of Forge Island. The limits of this delegation are described in the exempt Appendix 2.
- 4.3 It is also recommended that the Strategic Director of Regeneration and Environment, in consultation with the Strategic Director of Finance and Customer Services is given delegated authority to instruct Legal Services or a third party legal provider to negotiate and complete the necessary legal documentation to give effect to the recommendations above.

- 4.4 An alternative option is to call a special meeting of Cabinet between the 9th and 23rd July 2018 to confirm approval to progress with the use of a development partner for this project or to decide not to progress. The earliest date upon which the evaluation of Stage 2 bids will be complete is 6th July which will leave very limited time to prepare and publish papers.
- 4.5 A final alternative is to defer a decision to a later Cabinet meeting. The appointment of a development partner to realise the vision for Forge Island is a critical next step for the masterplan and delaying an appointment is not recommended.
- 4.6 Officers have explored a number of options for the implementation of flood defence works:

Option 1: The Council undertake flood defence works as soon as is practicably possible and ahead of the main development works on Forge Island. **This is the recommended option for the reasons set out in 3.6 and 3.7 above;**

Option 2: The Council transfer an agreed amount of funds to the successful development partner and it undertakes the flood defence works. This will mean that the Council loses some control over the design and construction costs for the works, and it will increase the delivery time of the overall scheme.

Option 3: The Council leaves the design and implementation of flood defence measures to the successful development partner to resolve. This will mean that the Council loses all control over the design and construction costs for the works, it will increase the delivery time of the overall scheme and the cost of the works will be reflected in the financial proposals received from development partners.

5. Consultation

- 5.1 There has been widespread consultation on the future of Forge Island as part of the Rotherham Town Centre Implementation Masterplan involving member and stakeholder workshops, public events, presentations and individual meetings. Most recently, progress was reported to the Improving Places Select Commission on 14th March 2018.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The timetable for the appointment of a development partner and exchange of agreement is set out earlier in this report. It is expected the Council will give notification of the appointment of a development partner during the week commencing 23rd July 2018.
- 6.2 The Cabinet Member for Jobs and the Local Economy, the Strategic Director of Regeneration and Environment and the Strategic Director of Finance and Customer Services are responsible for implementing this decision.

7. Financial and Procurement Implications

- 7.1 The Council's Approved Capital Programme to 2021/22 includes a Town Centre Investment Scheme which had an original allocation of £17million for regeneration projects in the town centre. This includes the development of key strategic sites, such as Forge Island and enhancements to the leisure/night-time offer. Total spend against this scheme to the 31st March 2018 was £1.885m, leaving a balance of £15.115m. It should also be noted that the Council has received a 10-year interest free loan of £1.5m from Sheffield City Region in respect of the acquisition of Forge Island, the repayment of which represents a future capital commitment for the Council.
- 7.2 The exempt Appendix 2 provides additional financial information on the development and the proposed delegation arrangements.

8. Legal Implications

- 8.1 The process adopted for the selection of a Forge Island development partner is objective, open, fair and transparent. In designing this process the Council has taken specialist legal advice and will continue to do so throughout the appointment process to ensure that the Council does not depart from the requirements of this advice. In addition the Council has appointed the specialist legal advisors to conduct negotiations of the legal documentation to give effect to the appointment and obligations of the respective parties thereafter.

9. Human Resources Implications

- 9.1 There are no HR implications arising from this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 There are no implications for Children and Young People and Vulnerable Adults from this decision to delegate decision making in the selection of a development partner. However, the Town Centre Masterplan makes clear the important role the redevelopment of Forge Island will play in creating a town centre that is attractive to all users including young people.

11. Equalities and Human Rights Implications

- 11.1 None

12. Implications for Partners and Other Directorates

- 12.1 None

13. Risks and Mitigation

- 13.1 There are no specific risks arising from this report.

14. Accountable Officer(s)

Damien Wilson, Strategic Director of Regeneration and Environment
 Paul Woodcock, Assistant Director – Planning, Regeneration and Transport
 Tim O’Connell, Head of RiDO

Approvals obtained on behalf of:-

	Named Officer	Date
Strategic Director of Finance & Customer Services	Julie Copley	26.04.2018
Assistant Director of Legal Services	Lesley Doyle	26.04.2018
Head of Procurement (if appropriate)	N/A	
Head of Human Resources (if appropriate)	N/A	

Report Author: Tim O’Connell, Head of RiDO
 01709 254563 or tim.oconnell@rotherham.gov.uk

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