

## OVERVIEW AND SCRUTINY MANAGEMENT BOARD

**Date and Time :-** Wednesday, 3 October 2018 at 11.00 a.m.

**Venue:-** Town Hall, Moorgate Street, Rotherham.

**Membership:-** Councillors Brookes, Cowles, Cusworth, Evans, Keenan, Mallinder, Napper, Sansome, Short, Steele (Chair) Walsh and Wyatt.

This meeting will be webcast live and will be available to view [via the Council's website](#). The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Democratic Services Officer of their intentions prior to the meeting.

### AGENDA

1. Apologies for Absence
2. Minutes of the previous meeting held on
3. Declarations of Interest
4. Questions from Members of the Public and the Press
5. Exclusion of the Press and Public  
To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

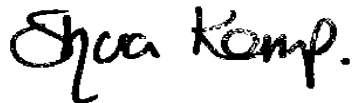
#### **For Discussion/Decision:-**

6. July 2018/19 Financial Monitoring Report (Pages 1 - 18)  
Cabinet Portfolio: Corporate Services and Finance  
Strategic Directorate: Finance and Customer Services
7. Council Plan Quarter 1 Performance Report (Pages 19 - 81)  
Cabinet Portfolio: Corporate Services and Finance  
Strategic Directorate: Assistant Chief Executive

8. Response to Overview and Scrutiny Recommendations - Use of Interims, Agency and Consultancy Staff (Pages 82 - 91)  
Cabinet Portfolio: Corporate Services and Finance  
Strategic Directorate: Assistant Chief Executive

**For Information/Monitoring:-**

9. Youth Cabinet/Young People's Issues
10. Work in Progress - Select Commissions  
To receive updates from the Chairs of the Select Commission on work undertaken and planned for the future.
11. Call-in Issues - to consider any issues referred for call-in
12. Urgent Business  
To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
13. Date and time of next meeting  
Wednesday, 17<sup>th</sup> October, 2018, commencing at 11.00 a.m.



**SHARON KEMP,  
Chief Executive.**

Public Report  
Cabinet and Commissioners' Decision Making Meeting

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## **Summary Sheet**

### **Name of Committee and Date of Committee Meeting**

Cabinet and Commissioners Decision Making Meeting – 17 September 2018

### **Report Title**

July Financial Monitoring Report 2018/19

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

Yes

### **Strategic Director Approving Submission of the Report**

Judith Badger, Strategic Director of Finance and Customer Services

### **Report Author(s)**

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### **Ward(s) Affected**

All

## **Executive Summary**

This report sets out the financial position as at the end of July 2018 and is based on actual costs and income for the four months April to July 2018 with forecasts for the remaining 8 months of the financial year. Financial performance is a key element within the assessment of the Council's overall performance framework, and is essential for the achievement of the objectives within the Council's Policy Agenda. For that reason, this report is part of a series of monitoring reports for the current financial year which will continue to be brought forward to Cabinet on a regular basis.

As at July 2018, the Council is expecting to deliver a balanced General Fund budget by the financial year-end, after taking account of the £10m budget contingency approved within the 2018/19 budget.

However, to achieve this position has required a number of mitigating savings actions and further spending reductions to be identified and implemented across all Council services, in order to offset the impact of a range of cost and demand pressures impacting on the Council's budgets.

The overspending against budget in Children's and Young People's Services Directorate is continuing in the current financial year as a result of demand for services outstripping budget capacity. The number of children in care continues to increase this financial year and has reached 649 at the time of writing this report. The increased number of Looked after Children also places significant pressure on Legal Services within the Finance and Customer Services Directorate. The current forecast overspend for Legal Services is £1.230m. The Finance and Customer Services Directorate overall is forecasting to outturn within budget after putting into place a range of mitigating actions to compensate for the legal service forecast overspend.

The Adult Care Services Directorate are forecasting an overall overspend of £6.221m. A combination of increased client numbers, the rising cost of care packages, and delays in delivery of savings plans have led to pressure on budgets across all client groups. A recovery plan has been developed to address previously undelivered savings and project plans are currently being finalised with the expectation that further savings will be identified from this activity.

Regeneration and Environment Directorate is forecasting a balanced budget, although it is facing challenges from a combination of declining business from the School Meals service and challenges with delivery of budget savings.

Mitigating actions to deliver a balanced budget position, after use of the budget contingency are set out in Table 1 and described in Paragraph 3.9 of the report.

### **Recommendations**

1. That Cabinet note the forecast General Fund balanced budget position after use of the budget contingency.
2. That Cabinet note that management actions continue to address areas of overspend, provide enhanced controls over all spend and to identify alternative and additional savings.
3. That Cabinet approve the alternative budget savings proposals for Regeneration and Environment, and Finance and Customer Services as referenced in paragraph 3.4.3 and 3.6.7.
4. That Cabinet note the updated Capital Programme.

### **List of Appendices Included**

None

### **Background Papers**

Revenue Budget and Council Tax Setting Report for 2018/19 to Council 28<sup>th</sup> February 2018

Revenue Budget 2018/19 May Financial Monitoring Report to Cabinet and Commissioners' Decision Making Meeting 9<sup>th</sup> July 2018

**Consideration by any other Council Committee, Scrutiny or Advisory Panel** N/A  
Overview and Scrutiny Management Board – 3 October 2018

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **July Financial Monitoring Report 2018/19**

### **1. Recommendations**

- 1.1 That Cabinet note the forecast General Fund balanced budget position after use of the budget contingency.
- 1.2 That Cabinet note that management actions continue to be developed to address areas of overspend, provide enhanced controls over all spend and to identify alternative and additional savings.
- 1.3 That Cabinet approve the alternative budget savings proposals for Regeneration and Environment, and Finance and Customer Services as referenced in paragraph 3.4.3 and 3.6.7.
- 1.4 That Cabinet note the updated Capital Programme.

### **2. Background**

- 2.1 As part of its performance and control framework the Council is required to produce regular and timely reports for the Strategic Leadership Team and Cabinet to keep them informed of financial performance so that, where necessary, actions can be agreed and implemented to bring expenditure in line with the approved budget for the financial year.
- 2.2 Delivery of the Council's Revenue Budget, Medium Term Financial Strategy (MTFS) and Capital Programme within the parameters agreed by Council is essential if the Council's objectives are to be achieved. Financial performance is a key element within the assessment of the Council's overall performance framework.
- 2.3 This report is part of a series of financial monitoring reports to Cabinet for 2018/19, setting out the projected year-end revenue budget financial position in light of actual costs and income for the first four months of the financial year. This report includes with revenue forecasts, details of capital spending and the projected capital outturn position.
- 2.4 The current revenue position after four months shows a forecast balanced revenue budget after taking account of the £10m budget contingency approved within the 2018/19 budget. Work continues to identify further savings to improve this position further by the financial year end.

### **3. Key Issues**

- 3.1 Table 1 below shows, by Directorate, the summary forecast revenue outturn position after management actions which have already been quantified and implemented.

**Table 1: Forecast Revenue Outturn 2018/19 as at July 2018**

Directorate / Service	Budget 2018/19	Forecast Outturn 2018/19	Forecast Variance over / under (-)
	£'000	£'000	£'000
Children & Young People's Services	57,386	70,410	+13,024
Adult Care & Housing	59,453	65,674	+6,221
Public Health	16,014	16,014	0
Regeneration & Environment Services	38,916	38,916	0
Finance & Customer Services	15,398	15,398	0
Assistant Chief Executive	6,857	6,642	-215
Central Services, Capital Financing and Treasury Management	18,051	16,251	-1,800
<b>SUB TOTAL</b>	<b>212,075</b>	<b>229,305</b>	<b>17,230</b>
Budget Contingency (£4.8m budget, £5.2m reserves)	4,800	(5,200)	-10,000
<b>TOTAL</b>	<b>216,875</b>	<b>224,105</b>	<b>7,230</b>
<b>Additional in-year cost reduction activity :</b>			
Recruitment controls, reduction in use of agency staff			-1,000
Various savings from reductions in general spend by all services			-1,017
Review of financing options including PFI schemes, staff severance payments			-2,300
Use of Directorate balances			-4,000
Balance representing reduced call on £5.2m reserves within contingency			1,087
<b>= Net Balanced Budget</b>			<b>0</b>
Dedicated Schools Grant			3,489
Housing Revenue Account (HRA)	82,312	82,312	0

The following section (paragraphs 3.2 to 3.7) provide further information regarding the key reasons for forecast under or overspends within Directorates, and the progress of savings delivery and how the Council plans to deliver a balanced budget by the end of the financial year.

### **3.2 Children & Young People's Directorate (£13.0m forecast overspend)**

- 3.2.1 Children's and Young People's Services are forecast to have an overspend of £13.024m for the full financial year. This has increased from the forecast in month 3 as a result of updated analysis of the number of children in care and where they are placed, taking into account the expected movements for the year through initiatives taken in the service, such as Right Child, Right Care.
- 3.2.2 Demand on the service has remained high and has continued to rise across all key areas which include; children in need of help and protection and children requiring care. Demand seen at the front door through to children in care and in key service areas is significantly high when compared to the Council's nearest and statistical neighbours with the number of looked after children ('LAC') significantly higher than neighbours.
- 3.2.3 The increased overspend is chiefly attributable to this continuing rise in the number of children in care, which has risen to 649 a net increase of 33 since the start of this financial year. The increase in July was 21 children.
- 3.2.4 It should be noted that the position has been exacerbated by a significant amount of placements that have arisen from the complex child protection work and associated interventions with further cases related to Operation Stovewood. Further, it has to be emphasised that Rotherham is not significantly out of step with many local authorities throughout the country in experiencing a significant increase in the numbers of LAC.
- 3.2.5 A budget saving of £750k was agreed for a review of Business Support as part of the 2017/18 budget. To date £200k has been achieved from existing staff turnover leaving a balance to address (£550k). There is an ongoing review of business support across Children's Services to implement a long term and sustainable service in the future which will be completed in September (Phase 1) with Phase 2 planned for next financial year.
- 3.2.6 The number of young people requiring support from the Leaving Care service has increased significantly in the last two years, the Government's new responsibilities placed on Councils increasing the provision up to the age of 25 has also increased costs. In addition unit costs for supported accommodation have increased, all leading to a current forecast overspend of £2.1m.

- 3.2.7 The service is currently undertaking a targeted initiative - 'Right Child, Right Care' - which is profiled to result in a significant net reduction in LAC. It should be emphasised that this is not a drive to reduce the numbers of children in care in Rotherham per se but rather a process to ensure that the children in the Council's care are in the right placements for their needs. This intervention, if successful, could reduce placement spend by £7.5m full year effect. The in-year impact in 2018/19 is forecast to be significantly less – approximately £2m – and is dependent on the timing of discharges and the mix and associated unit cost of care placements, this is being monitored on a regular basis to ensure that the savings are being achieved.
- 3.2.8 There is currently a pressure within Early Help but the completion date for the review is now set as February 2019. The pressure is currently being reduced through effective vacancy management, leaving a balance of £194k reported in this monitoring round. There remains a pressure in respect of Child Arrangement Orders, predominantly due to the increase in LAC (£393k), together with a pressure with regard to transport provision which will be addressed by the corporate review of the service (£285k). There is also additional, unbudgeted grant income with regard to unaccompanied asylum seeker Children's grant (£164k).
- 3.2.9 Budget review meetings continue and have identified a number of further budget savings options and considerations for this financial year. A challenging examination of potential efficiencies is continuing to take place, recognising the need for these to be thoroughly reviewed, discussed and considered so that the Directorate can bring forward options for immediate implementation. Proposals are being actively pursued to identify savings in the current financial year, having due regard for the continued safeguarding of vulnerable children.

### **3.3 Dedicated Schools Grant**

- 3.3.1 The Directorate is currently forecasting an over spend on its Dedicated Schools Grant (DSG) High Needs Block of £3.489m, this is an increase from the previously reported figure of £2.950m, mainly as a result of additional placement costs.
- 3.3.2 Both the Early Years and the Schools' block are expected to be broadly in line with allocations in 2018/19.
- 3.3.3 The overall deficit on the non-delegated DSG at the end of the financial year 2017/18 was £9.687m, and comprised as follows:
- Early Years Block: £0.032m Underspend
  - Schools Block: £0.328m Underspend
  - High Needs Block: £10.047m Overspend
- 3.3.4 The service has developed a recovery plan which aims to mitigate as far as possible the in-year pressures on the High Needs Block and a reduction in the overall cumulative deficit by April 2019. The key areas of focus which will deliver the targeted deficit reduction by April 2019 include:

- A revised Special School funding model;
- A review of high cost out of authority education provision to reduce cost and move children back into Rotherham educational provision; and
- A review of inclusion services provided by the Council.

### **3.4 Regeneration and Environment Directorate (Forecast balanced budget)**

3.4.1 The Regeneration and Environment Directorate has approved savings of £3.827m to deliver in 2018/19 as well as savings requirements from previous years. This is a challenging position for the Directorate, and in order to meet this challenge, the Directorate will continue the tight financial discipline that enabled it to outturn within budget in 2017/18. Budget monitoring has, however, highlighted some significant pressures, many of which arise from delays in delivery of savings.

3.4.2 The major pressures are as follows:

- Facilities Management (£1.033m). The 2018/19 budget includes a £1m saving on property arising from service reviews within other Council services. A pressure of £810k is being reported in respect of this saving, as a result of delays in concluding the service reviews. The savings are expected to be achieved in the long term, but their delivery has been delayed. In addition, a pressure of £140k is being reported in respect of a saving to let office space at Riverside House, as a result of the proposed tenant withdrawing.
- Catering service (£623k). This arises from a number of factors: restrictions on increasing income on services provided to PFI schools; in addition, there is a continuing impact of the loss of contracts resulting from academy conversions, where academy chains have alternative provider arrangements in place.
- Street Scene Services (£357k). This is mainly in respect of continuing additional demand pressures on Home to School transport, which was also a pressure in 2017/18.
- Regulation and Environment (£162k), principally as a result of a £146k pressure on Licensing. This is in respect of additional legal costs and Counsel fees, forecast under recovery of income against the budget and additional vehicle testing costs.

3.4.3 In order to try to mitigate these pressures the Directorate Management team will continue to keep a tight control on budgets, limit officers to essential spending and have identified some non-recurring underspends including:

- Holding vacant posts where this can be done without significantly impacting on service delivery;
- Additional income in Building Consultancy;
- Other windfall income

In addition, as part of delivery of savings, it has been agreed to charge for car parking at the 2018 Rotherham Show.

It is envisaged that these actions will enable the Directorate to deliver a balanced budget by year end.

3.4.4 The following alternative savings are proposed to replace savings which are not being delivered as originally planned and approved.

- Charge for street naming (property addressing) £20k – the additional income is not being met due to reduced applications. This will be mitigated by the delivery of additional income following the Government's decision to increase planning fees for 2018/19.
- Increase in Local Land Charge (search) fees £50k – the additional income is not being delivered due to a reduction in volumes. This will be offset by the delivery of additional planning income following the Government's decision to increase planning fees for 2018/19.
- Increasing number of applications and incidental fees, and review fees and charges £20k – this is not being met due to reduced volumes. This will be mitigated by deleting a vacant post.
- Software savings by migrating information to an App £14k – to be mitigated by a reduction in equipment budgets in licensing.

### **3.5 Adult Care & Housing (£6.221m overspend)**

3.5.1 Adult Care Services are currently forecasting an overall overspend of £6.221m in 2018/19 (after allocation of £5.9m of the additional Better Care Funding).

3.5.2 Whilst there were no new budget savings for Adult Care agreed within 2018/19 budget setting, there are £3.224m of savings agreed in previous years to take effect in 2018/19 in addition to the £7.346m agreed in 2017/18. The forecast overspend for 2018/19 includes an anticipated shortfall of £7.393m in the delivery of these accumulated budget savings within the current financial year.

3.5.3 The main reasons for the delayed delivery of savings are the complexity, rather than the volume of new cases (including transition) – as the overall customer base has been relatively static. Also, contributing to the delay is historical assessment practice across all cohorts; in terms of over reliance on residential care, poor application of self-directed support and over provision of care hours.

3.5.4 Neighbourhood services' (Housing General Fund ) latest forecast is a small favourable variance against budget, which is included in the overall Directorate position. This arises from minor savings on vacancies in the Strategic Housing and Development and Housing Options services.

### **Adult Care – Recovery Strategy**

3.5.5 Adult Care recognises that the primary pressures on its budget centre on previously undelivered savings. As a result, a suite of high level project plans have been developed to address the savings challenge covering:

- 1) Review of Learning Disability Services – My Front Door
- 2) Right sizing care packages
- 3) Propose the decommissioning of in-house residential homes which will include the re-provision of an intermediate care offer
- 4) Resource/Operating Models

Digital Transformation, Work Force Development and the Intermediate Care and Re-ablement Pathways will be enablers to these. This will be in line with the Rotherham Integrated Health and Social Care Place plan priorities. In addition, new savings options will be identified and fall out of this activity to meet the 2019/20 and 2020/21 requirements.

### **Public Health (Forecast Balanced budget)**

- 3.5.6 The Public Health ring fenced specific grant was further reduced by a further £430k to £16.304m for 2018/19.
- 3.5.7 The latest forecast is an overall balanced budget which includes a budgeted transfer from the Public Health Grant reserve of £441k in order to achieve a balanced budget. There are some forecast pressures within Drugs and Alcohol and Tobacco control but these are being offset by underspends within Children's obesity and staff vacancies with the Public Health team.
- 3.5.8 Budget savings agreed as part of the budget setting process for 2018/19 totalling £0.653m are forecast to be fully achieved in year.

### **3.6 Finance & Customer Services (Forecast Balanced Budget)**

- 3.6.1 Although, as at the July monitoring, F&CS Directorate is forecasting a balanced outturn position, the Directorate currently has an underlying overspend of £1.117m as a result of the ongoing pressures on Legal Services from Children's Services. Significant challenges exist within this department from the continued growth in the number of Looked After Children, the related child protection hearings and court fees and costs. Ongoing recruitment to vacancies within the department is proving difficult and, in the interim, there is heavy reliance on locum solicitors alongside a temporary arrangement with Sheffield City Council, which comes at a premium cost.
- 3.6.2 Further to this, a Peer Review of legal support to Adult Social Care has identified the need for additional legal staffing resource in this area. It is envisaged that these financial pressures will not diminish until the current resourcing problems are resolved, and the volume of social care proceedings begins to reduce. July 2018 did see a reduction in the level of court proceedings and, should this trajectory continue, it is hoped that the financial position will improve accordingly. Work is ongoing to identify ways of reducing demand for legal advice, coupled with a review of the management structure within the department, with the aim of better controlled use of resources.
- 3.6.3 Legal Services also have pressures in respect of Statutory Costs, where the forecast overspend is currently projected at £50k as a result of the volume of statutory and planning notices. A review into the demand drivers for this area of cost is planned, to better inform decision making and thus control spend.

- 3.6.4 Within Customer Information and Digital Services delays in the implementation of a number of historic savings decisions have led to cost pressures. A complete review of Digital Services management and staffing structures is underway alongside a revised Digital Strategy and consideration of current commitments and service demand. Most of the issues associated with the savings have now been resolved.
- 3.6.5 Loss of income from Schools Traded Services following conversion of schools to academies and their withdrawal from purchasing Council services is creating a pressure of £153k within Financial Services. A review is underway to assess charges and evaluate the viability of the current offering of services to schools and academies. The overspend in this area is currently offset by a projected over-achievement of income from the recovery of Housing Benefit overpayments, combined with forecast reduced costs for pension charges relative to former employees and vacancy control.
- 3.6.6 As a result of robust management actions the Directorate had identified and implemented mitigating actions to address £622k of the current overspend as at the end of July. Further work has identified further savings/cost reductions of £323k, leaving £172k to address. Work continues on a range of options to mitigate the remaining £172k and ensure that the Directorate delivers a balanced budget by the end of the financial year.
- 3.6.7 The following alternative savings are proposed to replace savings which are not being delivered as originally planned and approved.
- Financial Services support packages to academies and other maintained schools £19k – due to the transfer of a number of schools to academy status, the income is not being achieved. This will be mitigated by a reduction in staffing resources.
  - Legal Services Business Support Team - £49k – the income generation originally proposed is not being met. Therefore, an alternative savings delivery is proposed which will be to remove budget provision for an ePost IT contract and to merge the print and post teams, allowing the deletion of one full time equivalent post.

### **3.7 Assistant Chief Executive (£0.215m Forecast Underspend)**

- 3.7.1 The Assistant Chief Executive's Directorate are forecasting a budget underspend of £0.2m (compared with breakeven as at May). This is attributable to underspends within HR from a considerable number of staff vacancies and an assumption from this month in light of stricter recruitment controls that to support the overall Council financial position, some posts will be held vacant for longer than previously forecast. It is worthy of note that, given the amount of staff turnover within this department, the forecast underspend could increase if recruitment is deferred further.
- 3.7.2 Vacancies within Business and Innovation Team are, however offset by planned expenditure on external resources, whilst a delay in delivery of savings within the Management Support Team will be met from savings elsewhere across the Directorate.

- 3.7.3 It should also be noted that a restructure within HR consultancy has delivered an in-year saving that will be removed from the budget in 2019/20 to contribute to future funding pressures

### **3.8 Central Services (£1.8m Forecast Underspend )**

- 3.8.1 As highlighted in previous financial reports to Cabinet and Council over the past year a thorough review has been undertaken of all the Council's Central Services Budgets and Provisions, Corporate Funding and Accounting and Apportionments, including classification of expenditure between revenue and capital and between HRA and General Fund. Savings from these reviews fed into the updated Medium Term Financial Strategy reported to Cabinet in July. Capital financing decisions made as part of the 2017/18 financial outturn, along with further savings from treasury management activity and finalisation of inflation funding requirements results in a further saving of £1.8m in 2018/19.

### **3.9 Achieving a Balanced Budget in 2018/19**

- 3.9.1 A range of actions December 2017 and into the Budget Report 2018/19 to Cabinet and Council in February 2018.
- 3.9.2 Strategic have been put into place as part of mitigating budget pressures and maintaining total expenditure within budget. These include :
- Further controls on recruitment and a reduction in the use of agency staff
  - Reductions ion general spend across all Council services
  - Review of financing options, including PFI schemes and staff severance payments
  - Use of Directorate balances with re-provision for any liabilities to be funded by those balances being reprovided in future years.

These actions are expected to ensure the delivery of a balanced budget for 2018/19 as described within this report.

### **3.10 Housing Revenue Account (HRA) – (Forecast Balanced Budget)**

- 3.10.1 The Housing Revenue Account is a statutory ring-fenced account that the Council has to maintain in respect of the income and expenditure incurred in relation to its council dwellings and associated assets. The Housing Revenue Account is forecast to outturn in budget. There are some potential minor pressures but there are plans in place to mitigate against these should they arise.

### **3.11 Capital Programme**

- 3.11.1 The Capital Programme for 2018/19 totals £112.027m split between the general fund £68.075m and HRA £43.952m. The breakdown by Directorate is shown in Table 2 below with the summary Programme funding

3.11.2 As at the end of July 2018 there are no significant variances of capital expenditure against budget. However, there are a number of grant funded additions to the Programme since the Programme was reported to Cabinet in July 2018. These are set out below and summarised within the updated Capital Programme across the period 2018/19 to 2021/22 is shown in Table 5.

**Table 2 – Updated Capital Programme 2018/19 as at July 2018**

<b>Directorate</b>	<b>2018/19 Budget £m</b>
Children and Young People's Services	10.243
Assistant Chief Executive	1.324
Adult Care & Housing	4.147
Finance and Customer Services	3.747
Regeneration and Environment	47.803
Flexible Use of Capital Receipts for Transformation	2.000
<b>Total General Fund Capital</b>	<b>69.264</b>
<b>Total HRA Capital</b>	<b>43.952</b>
<b>Total RMBC Capital Programme</b>	<b>113.216</b>

3.11.3 The £112.027m of capital expenditure was funded as shown in the table below:

**Table 3 Funding of the approved Capital Programme**

<b>Funding Stream</b>	<b>2018/19 Budget £m</b>
Grants and Contributions	21,192
Unsupported Borrowing	37.368
Capital Receipts	10.704
Revenue Contributions	0
<b>Total Funding - General Fund</b>	<b>69,264</b>
Grants and Contributions	4.025
Housing Major Repairs Allowance	12.759
Useable Capital Receipts	2.435
Revenue Contributions	24.733
<b>Total Funding - HRA</b>	<b>43.952</b>
<b>Total</b>	<b>113.216</b>

3.11.4 The Council is continuing to undertake a comprehensive review of its assets and buildings portfolio with the aim of rationalising both its operational and non-operational asset holdings. This may contribute future capital receipts which are earmarked to support the revenue budget, using the new capital receipts flexibilities introduced from the 1st April 2016 to fund expenditure relating to transforming Council service to generate future revenue efficiency savings

In 2018/19 to date General Fund Capital receipts of £0.631m have been generated as shown in the table below. Although, a loan repayment of £0.606m has been received in 2018/19, this cannot be used to support the revenue budget as only those receipts by the disposal of property, plant and equipment can be used in that way.

**Table 4 – General Fund Capital Receipts Received in 2018/19**

Description	Un-earmarked as at 30 <sup>th</sup> June 2019 £m
Land at White Hill Lane, Brinsworth	0.025
<b>Sub Total – Usable In-Year Capital Receipts</b>	<b>0.025</b>
Repayment of Loans	0.606
<b>Total Capital Receipts</b>	<b>0.631</b>

#### 3.11.5 Revised Capital Programme 2018/19 to 2021/22

Following the approval of the capital budget and roll-forward position for 2018/19 there have been a number of additional schemes incorporated into the Programme. These adjustments have been detailed within the tables below, showing the impact upon each financial year.

The additions to the capital programme are all grant funded schemes, which are added to the Capital Programme on an ongoing basis in accordance with the tables below show the new inclusions by Directorate

The four year capital programme is fully committed with all known grants, balances of capital receipts (GF) forward and approved prudential borrowing allocated to specific schemes within the programme. There is no scope to commit further capital resources without a review and rationalisation of the existing programme.

Table 5 – Updated Capital Programme 2018/19 to 2021/22

Directorate	2018/19 Budget £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	Total Budget £m
<b>General Fund Capital</b>					
Children and Young People's Services	10.243	9,806	11.472	2.406	33.927
Assistant Chief Executive	1.324	0.210	0.210	0.210	1.954
Adult Care & Housing	4.147	5.976	11.976	6.116	28.215
Finance and Customer Services	3.747	2.054	1.775	1.775	9.351
Regeneration and Environment	47.803	43.223	29.320	20.000	140.346
Capitalisation Direction	2.000	2.000	2.000	0.000	6.000
<b>Total General Fund Capital</b>	<b>69,264</b>	<b>63.269</b>	<b>56.753</b>	<b>30.507</b>	<b>219,793</b>
<b>HRA Capital</b>					
<b>Total HRA Capital</b>	<b>43.952</b>	<b>39.881</b>	<b>28.112</b>	<b>22.275</b>	<b>134.220</b>
<b>Total RMBC Capital Programme</b>	<b>113.216</b>	<b>103.150</b>	<b>84.865</b>	<b>52.782</b>	<b>354.013</b>

**New Inclusions****Children and Young People's Services**

Children and Young People's Services	2018/19 £m	Post 2018/19 £m
<b>New Inclusions / Additions</b>		
• BASIC Needs allocation – Grant funding Confirmation, Increase in funding.	0.000	4.045
• Abbey School grant funding	0.300	0.000
<b>Total</b>	<b>0.3 00</b>	<b>4.045</b>

**Regeneration and Environment**

<b>Regeneration and Environment</b>	<b>2018/19 £m</b>	<b>Post 2018/19 £m</b>
<b>New inclusions / Additions</b>		
• SCR Local Transport Fund – New Grant Funding	1.189	0.000
• Alexandra Play Area	0.007	0.000
• Barkers Park Changing Rooms Refurbishment	0.010	0.000
• Growth Fund	0.500	0.000
• Sanctuary Fields S 106	0.005	0.000.
	<b>1.711</b>	<b>0.000</b>

**4. Options considered and recommended proposal**

- 4.1 The Council is currently forecasting a balanced financial outturn for 2018/19. However to any extent that planned savings are not delivered and a balanced budget cannot be maintained for 2018/19, there will be an impact on the Councils reserves. With the current financial climate, effective and careful use of reserves is ever more critical to the Council's ability to maintain a robust balanced budget.

**5. Consultation**

- 5.1 The Council consulted extensively on budget proposals for 2018/19. Details of the consultation are set out within the Budget and Council Tax 2018/19 report approved by Council on 28<sup>th</sup> February 2018

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

- 6.1 Strategic Directors, Managers and Budget Holders will ensure ongoing tight management and close scrutiny of spend this financial year.
- 6.2 Financial Monitoring reports are taken to Cabinet/Commissioner Decision Making meetings during the year. The next Financial Monitoring Report with the position as at the end of September 2018 will be considered by Cabinet on 19 November 2018.

**7. Financial and Procurement Implications**

- 7.1 There is currently a projected balanced financial outturn for 2018/19..
- 7.2 If, however, the budget and planned savings and spend reductions are not delivered as intended, there will be an impact on the Council's reserves, as any expenditure in excess of budget impacts reserves levels. Control over spending is therefore critical to a robust Medium Term Financial Strategy. All savings are being closely monitored and tracked, with all areas at risk of shortfall subject to review to identify alternative options.

7.3 Failure to achieve planned savings and to contain revenue expenditure within the agreed budget for this financial year will have further implications for financial years 2019/20 and 2020/21, where the MTFs identifies a further £30m of savings as being required to balance the budget.

7.4 The approved Capital Programme was revised in July to reflect the 2017/18 Outturn position. The additions in this report are all grant funded schemes.

## **8. Legal Implications**

8.1 No direct implications.

## **9. Human Resources Implications**

9.1 No direct implications.

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

10.1 This report includes reference to the cost pressures on both Children's and Adult' Social care budgets.

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

11.1 No direct implications.

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

12.1 No direct implications. As management actions are developed some of these may impact upon Partners. Timely and effective communication will therefore be essential in these circumstances.

## **13. Risks and Mitigation**

13.1 At a time of economic difficulty and tight financial constraints, managing spend in line with the Council's Budget is paramount. Careful scrutiny of expenditure and income across all services and close budget monitoring therefore remain a top priority if the Council is to deliver both its annual and medium term financial plans while sustaining its overall financial resilience.

## **14. Accountable Officer(s)**

Graham Saxton, Assistant Director – Financial Services  
Nikki Kelly, Finance Manager

Approvals obtained on behalf of:-

	<b>Named Officer</b>	<b>Date</b>
Strategic Director of Finance & Customer Services	Graham Saxton	31.08.2018
Assistant Director of Legal Services	Dermot Pearson	31.08.2018
Head of Procurement (if appropriate)	N/A	
Assistant Director of Human Resources and Organisational Development (if appropriate)	N/A	

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*Graham Saxton, Assistant Director – Financial Services  
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Public Report  
Cabinet and Commissioners' Decision Making Meeting

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## Summary Sheet

### **Name of Committee and Date of Committee Meeting**

Cabinet and Commissioners' Decision Making Meeting – 17 September 2018

### **Report Title**

Council Plan 2018/19 Quarter 1 Performance Report

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

No

### **Directors Approving Submission of the Report**

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

### **Report authors:**

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### **Ward(s) Affected**

All

## Executive Summary

The Council Plan is the core document that underpins the Council's overall vision. It sets out the headline priorities, indicators and measures that will demonstrate delivery of the vision and, alongside it, sits the Council's Performance Management Framework. This Framework explains to all Council staff how robust performance monitoring and management arrangements are required to ensure effective implementation.

The Council Plan for the period 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12 July 2017. Refreshed performance indicators covering the 2018-2019 financial year were approved by Cabinet on 21 May 2018.

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports are presented to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-decision scrutiny consideration if required. This report is the first report in the 2018/19 reporting cycle covering quarter 1 (1 April 2018 to 30 June 2018).

The Performance Report and Performance Scorecard (Appendix A) provides an analysis of the Council's current performance against 14 key delivery outcomes and 70 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 first quarter (April to June 2018) 26 measures had either met or had exceeded the target set in the Council Plan. This represents 47.2% of the total number of indicators where data is available or where targets have been set. This is an improvement over Q4 for 2017/2018 where 43.9% of indicators hit their targets. The direction of travel is positive for 25 (44.6%) of the indicators measured in this quarter. This is down on the 49% figure for Q4 last year. The Priority area with the highest proportion of targets met remains Priority 4 (Extending Opportunity and Prosperity).

### **Recommendations**

1. That the overall position and direction of travel in relation to performance be noted.
2. That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics.
3. That the performance reporting timetable for 2018/19 be noted.

### **List of Appendices Included**

Appendix A Quarter 1 Performance Report

### **Background Papers**

'Views from Rotherham' report, October 2015

Performance Management Framework 2016-17

RMBC Council Plan 2017-2020 – Cabinet Agenda 25<sup>th</sup> June 2017 and revised indicators for 2018-2019 – Cabinet Agenda 21<sup>st</sup> May 2018

Corporate Performance Report 2017/18 Quarter 4 – Cabinet Agenda 11<sup>th</sup> June 2018

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

Overview and Scrutiny Management Board – 3 October 2018

### **Council Approval Required:**

No

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

No

## **Council Plan 2018/19 Quarter 1 Performance Report**

### **1. Recommendations**

- 1.1 That the overall position and direction of travel in relation to performance be noted.
- 1.2 That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics.
- 1.3 That the performance reporting timetable for 2018/19 be noted.

### **2. Background**

- 2.1 The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13 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 12 July 2017 and refreshed performance indicators covering the 2018-2019 financial year were approved by Cabinet on 21 May 2018.
- 2.2 This is the first quarterly Performance Report for the 2018-19 financial year, the last report being the quarter 4 report for 2017-2018 which was reported to the Cabinet and Commissioners' Decision Making meeting on 11 June 2018.
- 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, having been refreshed for the 2018-2019 year.

### **3. Key Issues**

- 3.1 The Council Plan includes 70 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 2017-2020 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 1 Performance Report (Appendix A) sets out how the Council has performed in the first quarter of 2018/19 (1 April to 30 June 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, highlighting good and improved performance as well as areas of concern. The report also includes wider information, key facts and intelligence such as customer feedback, quality assurance, external regulation and specific case study information to demonstrate what has been achieved to deliver the vision.
- 3.4 The Q1 Performance Scorecard and Dashboard (Appendix B) provide an analysis of the Council's performance against each of the 70 performance measures. Based on the frequency of reporting and targets set each of the measures are rated as follows:

**Overall status (relevant to target)**



Measure progressing above or in line with target set



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



Measure has not progressed in accordance with target set



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



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



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

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



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

- 3.5 At the end of the first quarter (April to June 2018) 27 measures had either met or had exceeded the target set in the Council Plan. This represents 47.2% of the total number of indicators where data is available or where targets have been set. This is an improvement over Q4 for 2017/2018 where 43.9% of indicators hit their targets.

- 3.6 The direction of travel is positive for 25 (44.6%) of the indicators measured in this quarter. This is down on the 49% figure for Q4 last year, with Priority 5 (A modern, efficient Council) showing the most significant slowdown in progress.
- 3.7 The Priority area with the highest proportion of targets met remains Priority 4 (Extending Opportunity and Prosperity), whilst the priority area with the most positive direction of travel is Priority 3 (A Strong Community in a clean, safe environment).
- 3.8 The performance report at Appendix A has been redesigned to make it more accessible and to reduce the amount of text included in it. The report now highlights key achievements by the Council in the period and also provides a graphical interpretation of each Priority Area. The Scorecard information now also appears in the document and “Red Flagged” indicators (ie those that have missed their target for two or more quarters in succession) are now no longer highlighted.
- 3.9 As part of the refresh of the Plan’s indicators for 2018-2019, the concept of “Priority Measures” was dropped. This means that all 70 indicators are treated equally in the Council Plan and its monitoring and this is reflected in both the narrative report and the scorecard.
- 3.10 The Council Plan for 2017/2020 provides a clear focus on indicators that can be measured monthly or quarterly. To ensure that the 2017/2020 Council Plan is effectively performance managed, formal quarterly performance reports will continue to be presented to Cabinet/ Commissioner Decision-Making meetings during 2018/19 as follows:
- Quarter 2 Performance Report (performance to end September 2018) – 17<sup>th</sup> December 2018
  - Quarter 3 Performance Report (performance to end December 2018) – 18<sup>th</sup> March 2019
  - Quarter 4 Performance Report (performance to end March 2019) – July 2019 (exact date TBC)
  - Final 2018-2019 Annual Performance Report (validated data) – early Autumn 2019 (exact date TBC)

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

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

#### **5. Consultation**

- 5.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015 and set out in October 2015. During 2016/17 The Leader and Chief Executive held a number of staff briefing sessions throughout January and February 2016. Part of the sessions included an update on the Corporate Plan and over 800 attended in total.

- 5.2 A presentation on the first version of a new Corporate Plan was made to Overview and Scrutiny Management Board on 26 November 2015, with this formally considered by members at the Council meeting on 9 December 2015 and approved on 13<sup>th</sup> 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 first quarterly Performance Report relating to the Council Plan’s refreshed indicators the 2018/2019 financial year. Paragraph 3.10 sets out an outline forward programme of further quarterly performance reports.

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

- 7.1 The Council Plan is designed to 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. It is intended that future performance reports, from Quarter 2 onwards, will include elements of financial reporting to enable members to see a link between the two more clearly.
- 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 13 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 risks and mitigations identified under each of the key delivery outcomes. Additionally, the Priority areas also include an assessment of the areas where progress is not in line with targets as well as those where progress has been below target for more than one quarter ("Red Flags"). 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 Corporate 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

Approvals obtained on behalf of:

	Named Officer	Date
Strategic Director of Finance & Customer Services	Nikki Kelly	24.08.2018
Assistant Director of Legal Services	Neil Concannon	28.08.2018
Assistant Director of Human Resources and Organisational Development	Lee Mann	28.08.2018
Head of Procurement (if applicable)	N/A	N/A

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

# Council Plan 2017–20

## Performance report and key achievements/activities

Period: Quarter 1 (April–June 2018)



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## Introduction and Overview

This report sets out how the Council has performed in the first quarter of 2018/19 to deliver the vision and priorities for Rotherham as set out in the Council Plan for 2017-20. The priorities include:

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

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

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

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

**Priority 5:** A modern, efficient council

The report focuses on progress against the 13 key delivery outcomes which underpin the Council's priorities and the 70 headline performance measures that directorates have identified that best demonstrate progress in achieving the outcomes. It also brings together wider information, key facts and intelligence to explain how the Council is working and performing.

Through Directorate and Service-level Business Plans the Council carries out wider work to measure performance and quality. 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.



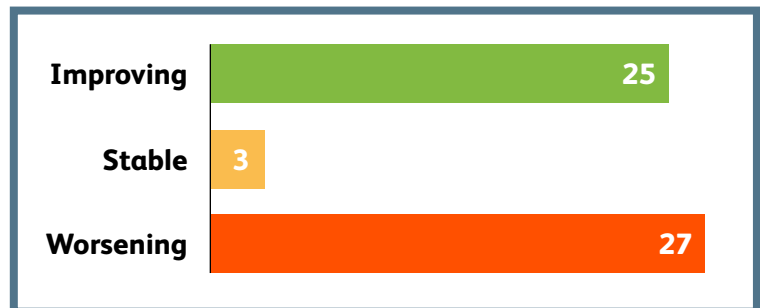
## Performance overview to 30th June 2018

(where data is available or where targets have been set)

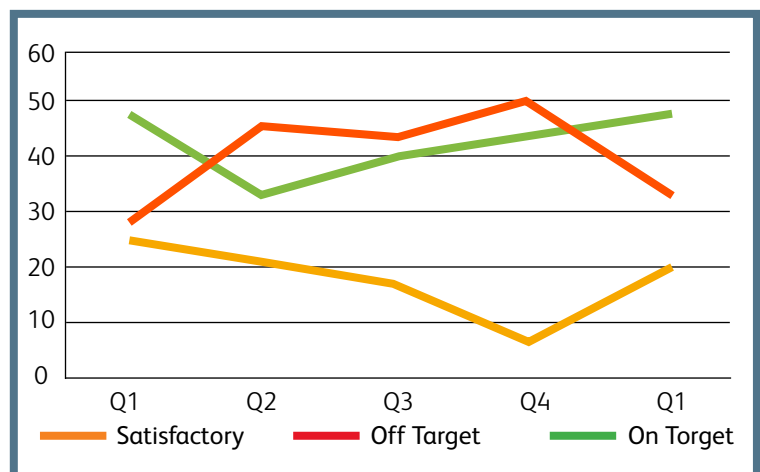
**Overall Status**



**Direction of Travel**



**Percent Overall Status Trend**



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.

## Performance status broken down by priority



## Finance update

As of the end of July 2018, the Council is expecting to deliver a balanced General Fund Revenue Budget by the end of the financial year, after taking account of the £10m budget contingency approved within the 2018/19 budget.

However to achieve this position has required a number of mitigating savings and actions to be identified to offset the impact of a range of cost and demand pressures impacting on the Council's budgets, which is described below. These actions include recruitment controls, reduction in the use of agency staff, reductions in general spend by all services, reviews of financing options and use of Directorate balances.

The overspending against budget within Children's and Young People's Services Directorate continues due to demand for services outstripping budget capacity. The forecast outturn overspend is £13m. The increase in the number of Looked after Children also places significant pressure on Legal Services within the Finance and Customer Services Directorate.

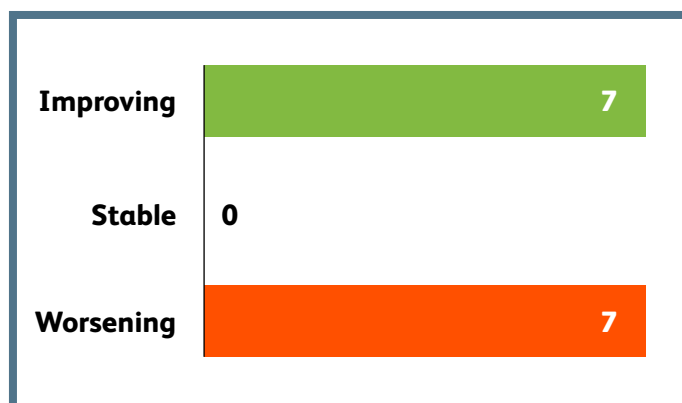
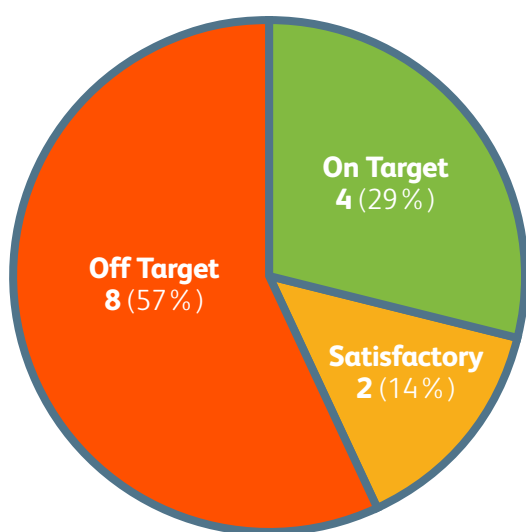
Adult Care Services are currently forecasting an overall overspend of £6.2m. Residential and Nursing Care budgets across all client groups are under pressure due to a combination of increased client numbers, the rising cost of care packages, and delays in delivery of savings plans.





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

**Performance headlines** (where data is available or where targets have been set)



## Areas performing well or improving



**7.3% of children subject to repeat child protection plans** (within 24 months)  
(Against a target of 9%)



**Reduction in smoking status at time of delivery (17.1%)**  
(latest available data)  
(Reduced from 21.1% to 17.1% between quarter 3 and quarter 4 2017/18 and below the target of 18%)  
(lower is better)



**48% Education and Health Care Plans completed in statutory timescales**  
(Against a target of 45% for this quarter)



**97.9% of eligible children received 3 doses of DTaP / IPV / Hib vaccine by their 2nd birthday**  
(Latest data for quarter 4 2017/18 against a target of 95%) (higher is better)

## Areas for improvement



**6.5 % of 16-17 year olds NEET or activity not known**

(Against a target of 5.8 %)  
(lower is better)



**Increases in Children in Need rate and number of Looked After Children (rate per 10k population under 18)**

(CIN rate 435.2 against a target of 375.5)

(Looked after children 114.5 against a target of 99.1)

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

**Lead accountability:** Mel Meggs, Deputy Strategic Director Children and Young People's services

Demand across the whole of children's services remains high with further increases in the number of cases at all levels of social care intervention, (ie Children in Need, Child Protection Plan and Looked After Children), with Rotherham placed significantly higher than similar authorities. This appears to be as a result of a combination of factors, including an improvement in social work assessments identifying and responding to the risk of new and legacy cases, the complex abuse enquiry and an upward trend nationally.

There is evidence that targeted initiatives such as the 'Right Child, Right Care' project are having demonstrable impact by increasing appropriate discharges from care however admissions are not seeing the same level of decline therefore still resulting in a net increase (albeit smaller than those seen during 2017). Case level audits of all new admissions are undertaken by Head of Service to ensure all are appropriate. Similarly other senior managers are continuing to monitor and ensure that thresholds for each level of service, not just LAC, are being applied rigorously and that there is good throughput in the service to ensure no child or family is subject to intervention for longer than necessary. The early help and social care pathway, in particular the First Response services which screen and assess new cases, is an initial area of CYPS focus. Heads of Service from across both services are working together to review pathways to identify further opportunities for closer working and resource allocation. Outcomes from these workshops will need to be considered alongside the results from the Early Help Review consultation findings which are currently being analysed.

Despite the ongoing level of demand performance against compliance and outcome measures in general remains stable with some areas of small improvement. Examples include:

- High family engagement and positive satisfaction in Early Help services with 94.3 % of families rating their support as 'good or excellent'.
- A positive reduction in the proportion of children becoming subject to a repeat child protection plan from 9.5 % at the end of 2017/18 to 7.3 % an indication that previous work with families has made a sustainable impact in keeping children safe.
- A relatively stable CSE cohort, reflecting the now well embedded multi agency processes for identification, assessment and intervention for these young people across the borough. Quality assurance is also evidencing the high quality of work for these young people.
- Despite the increase in LAC through improved quality of foster care placements both internally and via commissioned services we continue to retain high proportion of children in family based settings (81 %). Stability of placements is also improving. The work of the Intensive Prevention Programme (IPP) is supporting the stability of children at high risk of placement breakdown. With significant reductions are multiple placement moves and missing incidents for the 27 young people involved in the targeted project.

#### Next steps:

- Analysis of Early Help Review consultation to inform finalised proposals (Cabinet in October 2018).
- A review and refresh of the Right Child Right Care (RCRC) cohort will take place in September 2018, in order to maintain the momentum of work to discharge children from care.
- Complete the review of support pathways to maximise opportunities for closer working and resource allocation across Early Help and Social Care.

#### Risk and issues:

Risk/issue	Mitigation
The numbers of LAC continue to rise	The 'Right Children, Right Care' (RCRC) transformation action plan is being implemented focusing on both reducing the number of admissions through the early help, edge of care preventative approaches and 'safely' increasing the number of children ceasing care.
Increase in demand in CIN and CPP reducing the quality of service.	The service managers in the Locality social work teams continue to lead regular reviews in conjunction with early help colleagues on Child in Need work to minimise drift and ensure only those children that require this type of intervention are open to the service. Joint work with the edge of care team is having some positive effect and has resulted in some children remaining with their family when it had been previously assumed the children would need to come into care.

Risk/issue	Mitigation
Lack of Early Help Surveys being completed by families therefore quality of work unknown.	Work is on-going with locality teams to ensure they maximise the number of surveys requested each month as this is a vital way of capturing child and family satisfaction rates.
The increased use of Special Guardianship Orders (SGO's)/Child Assessment Order's (CAO's) through the RCRC project may have negative impact on placement stability performance.	Good communication with all agencies, members and stakeholders to ensure any decline in performance is understood that this will be due to a positive outcome achieved for the looked after young people.

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

**Lead accountability:** Mel Meggs, Deputy Strategic Director Children and Young People's services

**Where are we now?:** The Rotherham School Improvement Service (RoSIS) 2018-2019 traded service continues to offer a range of services, Continuing Professional Development (CPD) and school improvement activity focussed on improved pupil outcomes. Provisional attainment data for 2018 shows improvement at Key Stage 2 (end of primary school). 61.4% of pupils in Rotherham met the expected standard in the combined Reading, Writing & Maths measure, compared to 60.8% last year. The national results also improved from 61% to 64%, this nationally higher rate of improvement now places Rotherham 2.6% below the national average. 2018 provisional GCSE results for the average attainment 8 score and the progress 8 measure will not be available until published by the Department for Education in September / October 2018.

Exclusions are measured across the academic year. There is a decreasing trend in fixed term exclusions in secondary schools; this is slightly less evident in primary settings. A contributing factor to this is primary schools have not yet developed their Social, Emotional & Mental Health (SEMH) Pupil Management Groups to the same level that the secondary school partnerships have.

The combined Not in Education, Employment or Training (NEET)/Not Known percentage in June was 6.5% against a target of 5.8%. This is due to the proportion of young people whose status is not known increasing by 0.5% but this can be attributed to anticipated seasonal increases and previous trends.

The 3 year programme to convert Special Education Need statements to Education, Health and Care Plans (EHCP) the service has now completed. The wider impact of this national programme was a build-up of children awaiting the completion of their 'new' EHCP. The team are now able to focus on these 'new' EHCPs and in quarter 1 the cumulative performance (48%) exceeded the target set for the quarter (45%). It is envisaged that over the course of the year this will improve further as those already over time are cleared. There is to be a restructure of the existing Education, Health and Care planning team as well as a review of the Rotherham Education, Health Care plan.

**Next steps:**

- Targeted Support Workshops with a focus on KS2 reading and mathematics will be held during the Autumn Term 2018. Consistently high performing schools or those that have improved significantly are invited to deliver short “best practice” workshops to other schools. More productive partnership working will take place between secondary schools to disseminate good practice.
- Depending upon the outcome of the primary school consultation and School Forum decision; if agreed, preparatory work is then needed to establish a Primary Outreach Team to support SEMH needs. The training offer for school leadership and Governors that is available from Education Other Than at Schools Team (EOTAS) regarding the Exclusions process will continue.
- Continue tracking and engagement by locality teams in order to further reduce NEET and Not Known cohort including tracking the offer data to ensure young people have an offer of learning in preparation for the new academic year (September 2018).

**Risk and issues:**

Risk/issue	Mitigation
Lack of buy in from some Multi Academy Trusts (MATs) and secondary school leaders.	Regular termly meetings with the Regional Schools Commissioners office (RSC) to highlight the importance of co-operation and collaborative working with all academies / MATs. Meetings with the Chief Executive Officers (CEO's) / Executive Headteachers of schools / academies to discuss their schools and range of school improvement services available.
Timely collection of enrolment data from Post 16 providers.	Continued communication with post 16 providers and ensure access to secure data sharing portal.
Schools will continue to use fixed term exclusion at increasing rates.	Leads at Directorate Leadership Team (DLT) level have agreed to lead on the next stage of development of the secondary SEMH work. Further preventative development work has been identified in the 2018/19 EOTAS Team Action Plan.
Restructure of staff will impact on performance.	Restructure will take place primarily through the summer months to mitigate impact (expected reduction in workload whilst schools are off).

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

**Lead accountability:** Terri Roche, Director Public Health

**Where are we now?:** Public Health (PH) continues to commission specialist services for smoking cessation in pregnancy. All women are carbon monoxide (CO) monitored and smokers are referred to the in-house specialist service using an opt-out system.

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 by quarter are outlined in the table below:

2017/18	Quit
Q1 (April to June)	34
Q2 (July to September)	37
Q3 (Oct to December)	44
Q4 (Jan to March)	24
2018/19	
Q1 (April to June)	26

The KPI is to average 12.6 quits a month. Due to a lower quarter 4 the full year average was 11.6 quits a month, and below target. Quarter 1 2018/19 data is also below target.

The Smoking Status at Time of Delivery data is not yet available (predicted for September 2018). Therefore, the latest SATOD data is for Quarter 4 2017/18.

There was a large decrease between Quarter 3 and Quarter 4 (from 21.1 % to 17.1 %) and below the 2018/19 target of 18 %. Therefore, smoking in delivery is currently achieving target and rated green.

Measure ref 1.C2 – Childhood Immunisation – DTaP/IPV/Hib (2 years) - Data is not available for quarter 1 of 2018/19 or 2017/18 full year at present. The latest data for quarters 3 and quarter 4 2017/18 are well above the target level of 95 %. However, although the overall Rotherham level is green, there are pockets of low uptake in the borough. NHS England is working with GP practices in Rotherham which have a low uptake in their area to ensure equity of access across the population.

### Next steps:

- The Trust are looking at how they can improve referrals to the Stop Smoking Service (part of 'Get Healthy Rotherham' integrated wellbeing service). This will support the SATOD work.

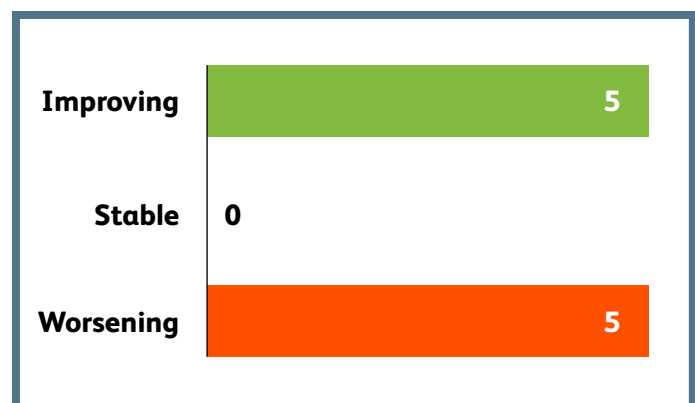
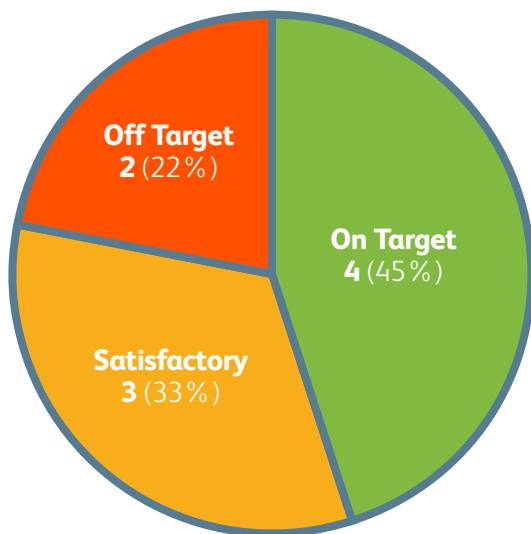
**Risk and issues:**

Risk/issue	Mitigation
<p>1.C1 The Smoking Status at Time of Delivery (SATOD) target for 2017/18 is a 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 %.</p> <p>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.</p>	<p>The Service continues to be performance managed.</p> <p>Referrals have been set up between the 'Get Healthy Rotherham' Wellbeing Service and the Quit Smoking in Pregnancy Service.</p> <p>The Early Help Children Centre Outreach Worker provides on-going smoking cessation support and prevents relapse throughout pregnancy to women who have successfully stopped smoking with the Rotherham Smoking In Pregnancy Service. The main aim is to support women after they have reached 6/7 weeks of stopping smoking and to motivate them to remain stopped through to delivery and postnatal. If relapse occurs at any time or any problems are identified then they are referred back to the Smoking In Pregnancy Service.</p>

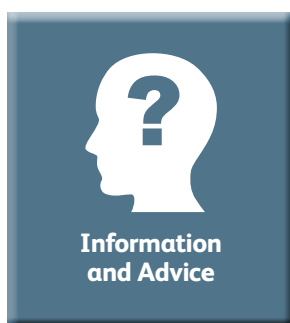


## Priority 2: Every adult secure, empowered and responsible

**Performance headlines** (where data is available or where targets have been set)



### Areas performing well or improving



**884 people provided with information and advice at first point of contact (to prevent service need)**  
(Significant improvement on quarter 1 2017/18 - 566)



**89% of new clients received short term (enablement) service and had no further requests for support**  
(Against a target of 83 %)



**70 new permanent admissions to residential nursing care**  
(Improvement in comparison to quarter 1 2017/18 - 76) (lower is better)

## Areas for improvement



**Reduction in the number of successful drug treatments - non opiate users (latest available data)**

(reduced from 34.6 % to 32.5 % between quarter 3 and quarter 4 2017/18  
(higher is better)



**Safeguarding investigations completed (per 100,000 population adults) reduced to 64.77**

(68 quarter 1 2017/18)  
(higher is better)

**Outcome: A** Adults are enabled to live healthier lives

**Lead accountability:** Terri Roche, Director Public Health

**Where are we now?:** Latest figure for successful completion of opiate exits quarter 4 2017-18 is 4.1 % which has dropped slightly from quarter 3 at 4.4 %. Rotherham is RAG rated as 'red' (lower) when compared to the England average. The baseline for the new service is 4.3 % which is based on the average of quarter 3 and quarter 4 2017-18 performances. The target improvement by the end of the first year, based on a 1.5 % improvement year on year, is 5.8 %, followed by 7.3 % by the end of year 2, followed by 8.8 % by the end of year 3.

Latest figure for successful completion of non-opiate exits at quarter 4 2017-18 is 32.5 % which has dropped from 34.6 % at quarter 3. Rotherham is outside the top quartile range for comparator local authorities and RAG rated as 'amber' (similar) when compared to the England average.

The new provider contract with CGL (Change Grow Live) commenced 1 April 2018, however due to the way the successful completion figure is calculated (i.e. wait 6 months after successful completion to ensure client does not re-present back into treatment), and also the need to wait for the new service to have had at least 6 months to change practices, the impact of the new service won't be seen in the PHOF figures until March 2019 NDTMS data (published May 2019). The service is up and running and the active caseload has shown an increase of 24 which is a positive early indicator.

As the opiate target is new for 2018-19, monitoring is not possible until data for quarter 1 2018-19 is available. This is due to be released at the end of August 2018.

**Next steps:**

- Now that the new service has had time to start to bed in, all service users are being reviewed to consider if they would like to take up some of the additional recovery focussed activities.
- The new service formally opened on the 16th July – crucially with both treatment and recovery services under one roof at Carson House. This means that recovery, and those already in recovery become more visible to those in treatment, and that family members and friends attending with service users are encouraged to spend time in the recovery service.

Risk/issue	Mitigation
A key risk is that in order to meet this target the service provider does not push service users to reduce their methadone doses too quickly.	Close monitoring of any service user complaints or GP or pharmacy concerns. Monitoring of deaths to ensure that rapid dose reduction is not part of the picture behind the death.
Many service users feel that recovery is not an attractive option as being drug free is not a desirable state unless they can build a new life without drugs.	The new service is building links with local housing providers and employment specialists in order to try to build aspiration and hope into the recovery offer.

## Outcome: B Every adult secure, responsible and empowered

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

**Where are we now?:** The Council is in a period of change as we continue to embed a strength based approach to support adults and older people to improve their wellbeing, continue to live within their community and have choice and control over their care and support.

The single point of access has been strengthened for adult social care by providing a multi-disciplinary team in collaboration with our partners in the health and voluntary sector. The pilot with voluntary sector organisations; Active Independence and Age UK is due to come to an end in August 2018 and an evaluation of the findings is currently being undertaken.

Resources have been focussed into ensuring the Council's information and advice offer is current and regularly updated. The Connect to Support Information Advice and Guidance Officer is now regularly updating the e-marketplace site to ensure information is accurate for customers and professionals. The officer is also pro-actively seeking new information, and strengthening links with voluntary sector partners and community groups. This activity supports not just single point of access in the delivery of information and advice but also enables individuals to self-serve, diverting potential phone calls requests for information and signposting.

A new support planning and review policy entitled 'Helping people to help themselves' has been drafted. The policy is aimed at making personalisation real and has been circulated to all staff members in Adult Social Care. This policy will help support staff to continue to embed strength based approaches to assessments. In addition, a practice oversight group known as the Wellbeing Forum has been operating since May 2018, supporting the personalisation principles. The forum, alongside training and supervision, is challenging current Adult Social Care practice and changing the drivers to support customers to remain longer in their community/homes.

The approaches outlined above are part of a suite of strategies to change the culture regarding the use of short stay residential care or offering long term residential care as the first alternative. This will in time reduce the number of admissions to residential care, although the legacy of this practice is likely to impact initially as some lengthy short term placements become permanent. Single Point of Access and the Hospital teams are beginning to implement a community focused customer journey which will further reduce admissions applying the principles of 'Home First' and using reablement and occupational therapy much further upstream.

The Wellbeing Forum is highlighting the gap in offers and provisions in Rotherham. Officers from the commissioning function are part of the forum and are collecting data which will form part of a gap analysis, as well as providing input relating to existing commissioned solutions that may not have been previously explored.

A reviewing team has been established which will specifically review customers in receipt of managed direct payments. The team will offer support to ensure that the direct payment arrangements work for the customer and that the policy is understood by all parties. The team will also find alternative commissioned solutions if this is the customer's preference.

The Safeguarding duty role has moved into the Single Point of Access team to share knowledge and support staff in asking additional questions when a safeguarding concern is received. This initiative has impacted on indicator 2.B2 as there has been a significant reduction in the number of concerns which progress to further safeguarding enquiries. The Council is working alongside colleagues from other Yorkshire and Humber authorities, supported by ADASS (Association of Directors of Adult Social Services) to develop a consistent approach to the recording and capture of safeguarding activity which will support meaningful benchmarking. Actions taken by the Safeguarding Adults Board and the Council continue to support raising awareness of safeguarding, to ensure that individuals are aware of how to spot and report suspected abuse. For those vulnerable adults identified as being at risk; we continue to ensure the outcomes they wish to achieve are recorded and captured throughout the process and they are at the centre of the enquiry.

An action plan is being developed by the Principal Social Worker to address identified practice issues and a rolling case audit process from Assistant Director down to frontline workers is going to be further developed to maintain and improve standards.

### **Next steps:**

- Staff support and vocational training will continue to be provided to enhance the skills of the front line assessment service. Proactive, effective oversight and management will continue, underpinned by a performance management framework.

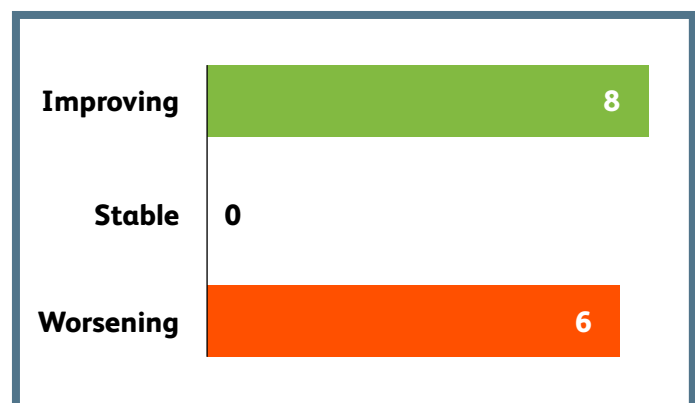
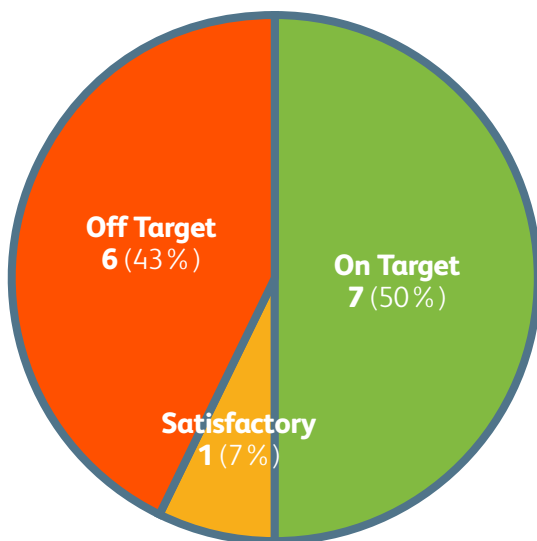
- Evaluation of the Single Point of Access pilot with the Voluntary Sector is to be carried out in October 2018 and submitted to the Senior and Directorate Leadership Team for consideration.
- Complete a safeguarding audit on a monthly basis to ensure that safeguarding continues to provide a quality service that this is personalised. This will include outcomes monitoring.
- Embed the new support planning and review policy to continue to drive forward strength based approaches to assessment and support planning.

Risk/issue	Mitigation
The Safeguarding team undertake the majority of safeguarding cases and this need to become part of all social work practice.	Safeguarding training and support will be provided to all assessment staff to ensure safeguarding concerns and enquiries can be responded to by all social work teams.
To ensure that all staff, partners and Rotherham citizens are aware of how to spot and report abuse.	Continued awareness raising and training.
Productivity due to the implementation of new working practice - new Support Planning and Review Policy.	Weekly performance monitoring and engagement with staff to provide support during the period of transition.



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

**Performance headlines** (where data is available or where targets have been set)



### Areas performing well or improving



**Reduction in the number of repeat victims of ASB**  
(46 quarter 1 2018/19 in comparison to 85 in quarter 1 2017/18)



**Efficient and effective waste and recycling service**  
(43.01 missed bins per 100,000 collections against a target of 50) and 53.72% of waste sent for reuse (recycling and composting) (against a target of 45%)



**109,074 engagements with the Council's culture and leisure facilities which help adults and children learn, develop their skills or get a job and**  
**1,114,498 visits to the Councils, Culture and Leisure facilities**

## Areas for improvement



### Reduction in % of positive outcomes, for reported Hate Crime cases

(9.64 % which equates to a 4.3 % reduction on the same period in 2017/18)  
(higher is better)



### Increase in number of customer contacts (street cleansing, grounds maintenance, litter and waste management) - 52 complaints received against an annual target of 75 (Of those received 19 were upheld)

(Increase due to changes to the way in which informal complaints are registered)



### Reduction in effective enforcement action taken - other enviro-crime (fixed penalty notices and prosecutions) - 89 in quarter 1 2018/19

(In comparison to 1685 in quarter 1 2017/18 and against a cumulative target 5000)

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

**Lead accountability:** **Damien Wilson**, Strategic Director Regeneration and Environment and Shokat Lal, Assistant Chief Executive

**Where are we now?:** Between April to June 2018, the total recorded Police Anti-Social Behaviour (ASB) incidents had reduced by 32 % compared to the same period last year showing a sustained improvement over the last 12 months. The reduction is constant across all ASB categories.

The number of repeat victims of ASB was 46, a reduction of 17 from the previous quarters and again highlights a welcome trend.

At the end of the first quarter there has been a 4.3 % reduction in positive outcomes to hate crime investigations compared to the same period last year. South Yorkshire Police (SYP) have however seen an increase in satisfaction levels for how hate crime is being dealt with. The Police Hate Crime Coordinator continues to deliver a programme of awareness raising and this has included students at Thomas Rotherham College, and engagement with refugee and asylum seekers.

The Domestic Abuse Priority Group together with children's and adults commissioning services are undertaking a full review of services. The review criteria will include the barriers to victims seeking support, reducing repeat incidences and increasing the awareness of the support available.

Commissioning and Domestic Abuse Coordinators have visited other services to compare and benchmark against the current provisions. A full mapping of borough services has been completed including funding streams.

The 'Inspire to Change Perpetrator Programme' is promoting its service nationwide, however in the first quarter the Rotherham referral rate is low compared to the other areas. This has been highlighted and advertising and promotions within Rotherham are to be increased.

Performance remains high in relation to the percentage of taxi licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy, with 100 % of taxi drivers holding the BTEC or equivalent qualification and have a taxi camera system fitted in accordance with the Council requirements.

The Licensing service proactively inspected 37 vehicles and drivers during the first quarter of 2018. Of these, 57 % of vehicles (21) and 73 % of drivers (27) were found to be compliant with taxis licensing requirements. There were 16 defects identified in the 16 non-compliant vehicles. Nine of the defects related to signage and were dealt with by way of a formal warning. Warnings were also issued in relation to defective bulbs / lamps (4) and tyres approaching the legal limit (2). One vehicle was suspended due to tyres at the legal limit. All defects were rectified during the inspection, or were found to have been rectified following re-inspection the following day.

Ten drivers were found to be non-compliant; eight of these were due to the driver not wearing their ID badge (despite the badge being present within the vehicle), these drivers were issued with warnings and instructed to wear their ID badge in accordance with their licence conditions (which they then did). One driver was issued with a warning regarding their standard of driving. The final driver was found to have failed to activate their taxi camera system. The investigation remains ongoing in relation to this matter.

The first quarter has seen an increase in class visits and craft activities, to the Council's Culture and Leisure facilities, which demonstrates that links with local schools and awareness of libraries as community group venues has improved. The role libraries play in digital inclusiveness is highlighted by increases in attendance at IT code clubs, IT classes and IT assistance sessions.

Visitor numbers are up overall against Quarter 4 but a little down across key sites compared to this time last year as a result of the poor weather in April, although good weather in June has helped visitor numbers to improve. Leisure Services have seen a decrease on the previous quarter, predominantly due to January to March being the busiest period for the leisure industry. As a contract the service has reduced the number of underperforming group exercise classes which has impacted overall exercise class attendances.

**Next steps:**

- Support Safeguarding Awareness week - Domestic Abuse Services and Perpetrator Programme Services to attend events and engage with attendees.
- Domestic Abuse Competency Framework to be sent to all services and agencies to ascertain training needs throughout the borough.
- Work has started on the new caravan site at Rother Valley Country Park and a car park extension at Clifton Park which will increase footfall, visitor experience and income in 2019/20, as well as making a significant contribution to economic regeneration.

Risk/issue	Mitigation
ASB, Hate Crimes and Domestic Violence - there is an ongoing recording issue with relation to outcomes for all crime types.	Work by South Yorkshire Police is ongoing to reduce and rectify these issues.
Repeat Incidences of Domestic Violence are higher than national average.	Whole borough review is being undertaken which includes mapping services and funding streams to look at a one service/one front door approach.
The Active Rotherham scheme faces a decrease in participation numbers because of the reduction in officers within the team since April 2018, This is due to the loss of external funding.	Seek to secure additional external funding sources.

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

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

**Where are we now?:** The current condition of the principal road network - category A roads and the non-principal road Network – category B and C roads - are better than the national average. The 'Highway Repair Programme' 2018 /19 includes repairs to the principal road network to the value of more than £1m to maintain the overall condition, with a similar amount allocated to category B and C roads.

The current condition of the unclassified road network – estate roads - is not as good as the national average. However, the current investment provided by the Council's capital grant of £10m over three years – this is the second year with a £4m budget – has shown a narrowing of the gap between the Council's position and the national average. The 'Highway Repair Programme 2018 /19' also includes repairs to the unclassified network.

Fly tipping offenders continue to have action taken against them with more fixed penalty notices being issued than in the first quarter of the previous financial year (7 issued in quarter 1 2018/19 in comparison with 6 in quarter 1 2017/18). No prosecutions in Court have taken place yet this financial year. The introduction of fixed penalty notices in 2017 has led to more offences being discharged through this method internally.

Other enviro-crime was addressed through the issue of 68 fixed penalty notices and 21 prosecutions in court, all successful.

48 complaints were received in quarter 1 in Street Cleansing, Grounds Maintenance, Litter and Waste Management areas, which is an increase on the same period in 2017/18. Of those received 19 were upheld. The majority of complaints were in relation to quality of service (32 of 48 complaints) with the second highest category being actions of staff (9 of 48 complaints).

The number of complaints recorded can be seasonal and an exceptionally wet spring led to a later than normal start to the grounds maintenance programme, which in turn generated an increase in complaints. Changes have been made to the way in which informal complaints are registered and from 1st of April they are now classed as formal Stage 1 complaints. This can be expected to increase the number of complaints. The increase should also be viewed in terms of the number of complaints that were upheld and in terms of these services undertaking millions of operations per year within the public realm.

#### Next steps:

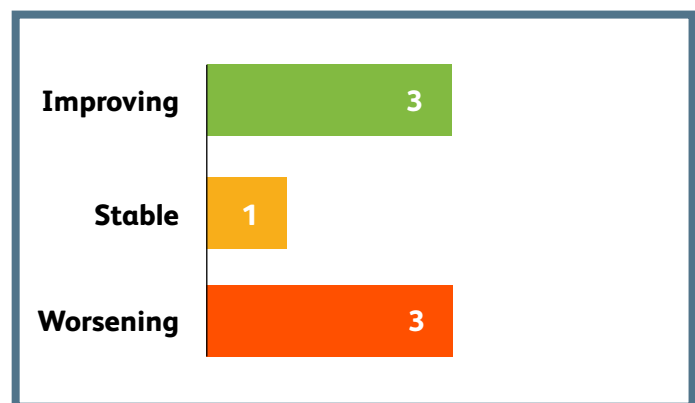
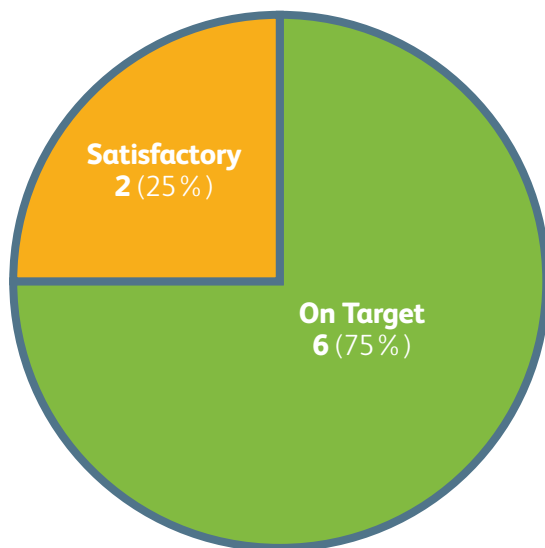
- The corporate contract for litter enforcement with Kingdom Ltd ended in January 2018 and the Council is to begin a joint contract with Doncaster Council in the coming months.

Risk/issue	Mitigation
The gap in the contractual arrangements for litter enforcement has led to a reduction during quarter 1 in comparison to last year.	Successful implementation of the joint contract with Doncaster Council.



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

**Performance headlines** (where data is available or where targets have been set)



### Areas performing well or improving



**20 new businesses  
started with help from  
the Council**  
(Against a target of 15)



**Narrowed the gap to  
0.90%**  
(Latest data available  
quarter 4 2017/18 - 77.4%  
economically active in  
the borough compared to  
78.3% nationally)  
(lower is better)



**97% of privately rented  
properties compliant  
within designated areas**  
(Against a target of 95%)

## Areas for improvement



**134 new homes delivered  
(16 via direct council  
intervention)**

(In comparison to 138 in  
quarter 1 2017/18 and 142  
in quarter 4 2017/18)

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

**Lead accountability:** **Damien Wilson**, Strategic Director Regeneration and Environment and Shokat Lal, Assistant Chief Executive

**Where are we now?:** A development partner for Rotherham's Forge Island has been named. Muse Developments has been chosen by Rotherham Council as its preferred partner for the project.

In the Town Centre, work is on-going at the Interchange, with the reopening scheduled for spring 2019. Options are being worked up for the markets redevelopment and are due in November 2018.

Rotherham Employment and Skills Plan is under development with the assistance of Sheffield Hallam University who are carrying out research into Rotherham specific issues. This plan will link into the City Region level activity. The Apprentice of the Year final was held in June. The event was a major success and demonstrated the Council's commitment to supporting efforts to increase employment for young people.

More Founder Pioneers have joined the Rotherham Ambition Board and the number of Pioneers is now at 70. Seven Pioneer networking events have been held, the latest at the Lifewise Centre in Hellaby, with a further two scheduled for 2018. Rotherham Pioneers are active on social media including Twitter and Facebook, and the first bi-monthly e newsletter has been published.

At the Gulliver's site, work has begun to clear paths, install boundary fencing and clear overgrown areas. Construction works are expected to start within weeks and the development will open in spring 2020. Gulliver's are also exploring options to bring forward the delivery of the accommodation provision into phase 1.

The Council is working with Sheffield City Council and other partners in the Advanced Manufacturing Innovation District (AMID) to prepare a business case to support widening of Sheffield Parkway between Catcliffe and the M1, J33. Additional feasibility is being developed to address transport and infrastructure constraints in the AMID area.

The Rotherham Investment and Development Office (RiDO) continues to deliver business growth support through funded programmes and RiDO Business centres. RiDO has assisted 18 new growth enquiries over quarter 1, actively engaged with 98 Small and Medium Sized Enterprises (SMEs) and delivered 24 business assists and 72 job created outputs for the EU funded 'Growth Hub Enhancement' project. The 'Launchpad Business Start-up' programme received 85 enquiries and 21 workshops on business related topics have been delivered, attended by 160 people. The support provided created 12 new businesses.

The RiDO Business Centres continue to perform well with average occupancy at the end of June 2018 reaching a record high of 96 %. 8 early stage companies have moved into the centres over the last quarter and 7 of the 10 business centre units transferring back to RiDO following vacation by Rotherham Youth Enterprise have been re-let immediately.

The Council were awarded RTPI Planning Team of the year during the last quarter and continued to be the top performer in the whole country for determination of planning applications on time. The Council also received the Yorkshire Property Game Changer of the Year award for the McLaren investment at the Advanced Manufacturing Park (AMP) and Rotherham had the fastest growing economy in Yorkshire.

#### Next steps:

- Delivery of a developer and investor event during quarter 2 or quarter 3 with the private sector, promoting sites and opportunities from the 'Rotherham Local Plan'.
- Production of a draft Employment and Skills Strategy.

Risk/issue	Mitigation
Town centre as a business location.	<ul style="list-style-type: none"> <li>• Opening of the University Centre Rotherham (UCR) in September 2018</li> <li>• Appointment of development partner for Forge Island</li> <li>• On going delivery of the Masterplan</li> <li>• Refurbishment of Transport Interchange</li> <li>• Markets refurbishment/redevelopment planned.</li> <li>• Events programme for the Town Centre with representatives from business</li> <li>• Town Centre Task and Finish Group chaired by the Cabinet Member</li> <li>• Regular meetings with businesses and stakeholders</li> <li>• Car Parking initiatives implemented (e.g.free spaces at Drummond Street and a simplified charging system</li> </ul>

Risk/issue	Mitigation
Impact of national/international economy on Rotherham.	<p>Difficult to mitigate, but take steps to strengthen resilience of local economy:</p> <ul style="list-style-type: none"> <li>• AMID</li> <li>• 'Launchpad Start-up' programme</li> <li>• 'Key Account Management' programme</li> <li>• 'Rotherham Local Plan' in place to support business growth and expansion</li> <li>• Delivery of 'Town Centre Masterplan'</li> <li>• Rotherham Pioneers programme</li> </ul>
Provision of a skilled and experienced workforce to drive business growth.	<ul style="list-style-type: none"> <li>• Provision of Skills and Employment Plan</li> <li>• Linking businesses with UCR</li> <li>• Enterprise Adviser Network</li> </ul>
Availability of funding to deliver regeneration.	<ul style="list-style-type: none"> <li>• Council capital funds</li> <li>• Bidding into Sheffield City Region (SCR) funds</li> <li>• Securing private sector partners</li> </ul>

**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:** AnneMarie Lubanski, Strategic Director Adult Social Care and Housing

**Where are we now?:** There are many factors affecting the number of homes built in the borough. The key drivers are demand and availability of suitable land. The Council delivers a significant number of units and supports development by purchasing units for rent as council housing. However, the majority of house building is delivered by private house builders.

Land for new development has been limited in previous years in Rotherham however 'The Sites and Policies' document which was adopted on 27th June, allocates around 100 new housing sites; enough land to meet the borough's housing needs until 2029.

The Council is working hard to directly deliver new housing, to meet a range of needs and to encourage and facilitate private development. Proposals for the redevelopment of the Town Centre will also deliver new homes and it is hoped that this scheme will act as a stimulus to private development in the town centre.

The Council are working with industry partners and other agencies to facilitate delivery of more homes and an annual developer summit is taking place in November 2018 to engage developers and landowners to facilitate increased activity in the borough and widen the market offer, particularly among small and medium house builders.

At the beginning of April 2018 the Council stock figure was 20,393 of which 118 properties were identified as not meeting the decent homes standard; this equates to 0.58 % of stock not meeting the standard. As at the end of June 2018, a total of 18 properties have now become decent through either completion of capital refurbishment works or tenant refusals. As at the end of June 2018, the percentage of non-decent properties is 0.49 %.

Additional staff in the Selective Licensing team in March and April has enabled additional follow up inspections and reviews of cases in the first quarter of the financial year. This has resulted in a reduction in the number of outstanding cases to review and compliance has grown. In addition to this, the service has been able to finalise the number of unlicensed houses through the street by street mapping exercise and access to council tax records for the first time.

#### Next steps:

- The Council will be hosting the annual Developer Summit in November 2018 where residential development opportunities will be presented and business engagement takes place.
- The Council's own approved building programmes will directly deliver around 350 new homes over the next three years, with proposed new development in the town centre to deliver 182 homes in the same period.
- There are a total of 2,340 Licensable Houses, with 2,129 (91 %) registered. The remaining landlords have been contacted formally to warn of formal enforcement, prosecution or monetary penalties if they do not licence their rented houses.

Risk/issue	Mitigation
Some of the factors affecting the number of new homes built are beyond the Council's control.	The Council is acting where it can, through direct development and by ensuring that land is available to allow private developers to build.
Adverse weather could impact on delivery of new homes particularly in the winter months.	This will be mitigated by developing a long term housing growth development programme which has sufficient overall completions within it to compensate the immediate effects of adverse weather.

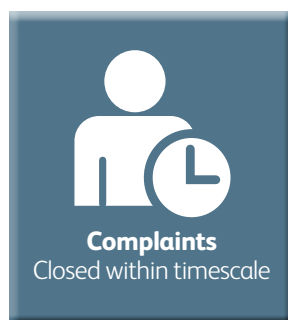


## Priority 5: A modern, efficient council

**Performance headlines** (where data is available or where targets have been set)



### Areas performing well or improving

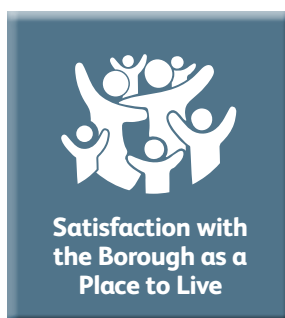


**88% closed and within timescale (cumulative)**  
(Against a target of 85%)



**74% of recommendations from the Equalities Peer review that have been implemented - 25 of the 34 actions have been completed**  
(Against a target of 60%)

## Areas for improvement



**52% of residents feel that the Council keeps them very or fairly well informed**  
(Against a target of >53 %)

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

**Lead accountability:** Judith Badger, Strategic Director Finance and Customer Services

**Where are we now?:** With continued cuts to Local Government funding it is vital that the Council aims for excellence at collecting local revenues, in particular Council Tax and Non Domestic Rates, which currently fund around one-third of the Council's annual spend on providing services to citizens (excluding housing benefit payments, housing revenue account and schools grant funding).

As at the end of quarter 1 Council Tax in year collection performance is 27.41 % which is 0.25 % down on performance as at this time last year. Although it is too early in the financial year to indicate a trend, there are a number of contributing factors that may be having an impact on the in-year collection rate including the gradual roll-out of Universal Credit in some areas of Rotherham and the overall increases to the rate of council tax in 2018/19, in including precepts. Non Domestic Rates in-year collection performance is 28.86 % which is 0.15 % down on performance at this time last year, however at this time of year, this fall in collection rates is a relatively small one from Non Domestic Rates purposes when non-payment of one large account can influence the overall performance.

### Next steps:

Continued monitoring of performance and redirection of resources within the Revenues and Benefits Service, where possible, to focus on effective actions to support maintaining levels of collection at those reflected within performance objectives and the Council's budget.

Risk/issue	Mitigation
Collection of Council Tax as at the end of June 2018 is 0.25 % down on performance at same time in 2017/18.	Work on the Revenues and Benefits teams is being focussed on ensuring the Council Tax target of 97 % and the Non Domestic Rates target of 98 % is achieved
Collection of Non Domestic Rate as at the end of June 2018 is 0.15 % down on performance at same time in 2017/18.	See above

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

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

**Where are we now?:** The pre-decision scrutiny process has become embedded within the decision-making process and has been positive in ensuring the effectiveness of governance arrangements and decision making. Regular reports are submitted by Overview and Scrutiny Management Board to Cabinet and Commissioners' Decision Making Meetings detailing the recommendations from non-executive Members. Performance continues to be good in this area with the majority of recommendations being accepted by the Cabinet. In the first quarter of the year, two recommendations were not accepted by the Cabinet in full, which has had the effect of reducing the percentage of accepted pre-decision scrutiny recommendations to 83 %.

### **Next steps:**

- Overview and Scrutiny Members to use the Forward Plan to identify potential items for pre-decision scrutiny at an earlier stage in the preparation of a report.
- Consideration by Cabinet Members of inviting scrutiny involvement in the development of proposals for determination by Cabinet.

### **Risk and issues:**

Risk/issue	Mitigation
Late involvement and scrutiny of proposals prior to determination does not allow sufficient time to analyse and significantly amend proposals.	Consideration of earlier involvement from scrutiny members in the development and review of draft proposals.

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

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

**Where are we now?:** The Council has exceeded the performance target for complaints responded to on time in the first quarter and has recorded best ever performance against this target. This is evidence that despite pressures, managers are providing improving levels of customer care and the Council can be confident that customer complaints are taken very seriously.

The majority of complaints continue to be dealt with at the first stage of the complaint procedure and all complaints continue to be considered for learning and service improvement.

In addition, the Complaint Team are also involved in a programme of corporate customer care training for all front line staff. This will be part of an overall strategy of staff development designed to improve staff engagement with the complaint procedure and the service they provide to customers overall.

The Council is in the process of producing an entirely new communications strategy which incorporates a new email communication plan and enhanced use of social media. The plan also ties into the new overarching marketing plan for the Council. The plan includes the use of email to reach our residents, with a regular email update now going out that will be developed further to send targeted news and information to people.

We have also improved our communications with Members by making improvements to the content and consistency of the Member Email newsletter and have also introduced a sensible and robust media enquiry sign-off system that has meant a more efficient service in our dealings with the media outlets.

The web team are working with service departments to update the website provision for online transactions by updating information and replacing paper forms with e-forms. This will allow for easier customer access and will increase the volumes of transactions which are e-enabled. The face to face and telephony teams are actively promoting online access to services and supporting customers to use the Council's digital channels.

#### **Next steps:**

- Completing work on the communications and marketing plan
- Establishment of an effective evaluation system so that we can monitor our performance more accurately on social media
- Production of a full marketing calendar, which will identify the real key priorities that Council wants to talk about for the year ahead
- Updating and improving the Council's brand guidelines for design
- The Complaints Annual Performance Report will be presented to OSMB on 7th November 2018
- Continue active promotion of the Council's digital channels by frontline teams.

#### **Risks and issues:**

Risk/issue	Mitigation
<p>Services and managers de prioritise complaints in the face of additional pressures on their resources which will mean that performance against timescale will reduce.</p> <p>It may also mean that managers don't learn from complaints or that complaints repeat or increase which could lead to more serious risks.</p>	<p>Good performance management via central complaints team and robust learning from complaint protocols and reporting regimes to directorate management teams.</p>

<p>Resources to effectively manage and transform Customer Service delivery is a key risk given the challenging timescales and pace at which change is expected to be made and sustained.</p> <p>Delays in implementing the key underpinning Customer Service platforms (Case Management, new website, online bookings, system integrations) will have a direct impact on the ability to transform services digitally and make efficiency savings.</p>	<p>Opportunities being taken to receive support from Change and Innovation Team in the short term.</p> <p>Identification of procurement frameworks to reduce the time needed to set up new contracts.</p>
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## Outcome: D Effective members, workforce and organisational culture

**Lead accountability:** **Shokat Lal**, Assistant Chief Executive and **Mel Meggs**, Interim Strategic Director Children and Young People's services

**Where are we now?:** The Council Workforce Plan has five key priorities; develop good managers and leaders; value driven and high performing; develop workforce capacity and skills; recruit and retain a skilled and capable workforce; maintain a sustainable workforce. Performance is tracked via three high level key indicators, Performance Development Review (PDR) completion rate, Attendance (Sick days lost per FTE) and agency worker expenditure.

- Progress on PDR completion rates for the year has achieved the same rate of completion as at the end of the first quarter last year (69 %), and is on track for final year performance to be at or around the annual target of 95 %.
- Attendance continues to achieve the Council target of 10.3 days per full time equivalent with quarter 1 performance at 10.28 days, a reduction of 2.94 % from the same quarter in 2017-18.
- Work is underway to reduce agency expenditure and the Council is on track to exceed the 10 % reduction target by the end of the year, although the number of agency social workers in Children's Services remain behind the target set.

There has been a continuing reduction in agency staff over the last 3 months from 56 in April 2018 to 46 at the end of June 2018, and we are on target to meet forecast reductions in numbers and costs.

The new Assistant Director of HR takes up their post on the 30th July and the new HR Business Partner for Organisational Development started on the 16th July. Both posts are critical to driving forward continuous improvement in workforce related issues.

No activity has taken place in respect of undertaking Personal Development Plan interviews with Members in the first quarter. Having achieved 100 % during the 2017/18 municipal year, consideration is currently being given as to how the process can be improved and engage Members to take ownership of their personal development through the Member Development Group chaired by the Leader.

74 % of the recommendations from the Equalities Peer review have been implemented by June 2018. Actions completed have included a total refresh of the mandatory Equality and Diversity training as well as new face to face training for frontline staff on Equalities, Complaints and Customer Services. Three sessions have already been delivered to over 60 people in various Council venues. The current Equalities and Diversity policy has been refreshed as well as the Equality Analysis form and guidance. All of these are available on the Intranet on the Equality and Diversity page.

Additionally, a review has taken place of current service plans and an updated equality and diversity section has been included in each plan, with guidance that will ensure that the completion and publication of Equality Analyses is a key performance indicator within service plans.

A draft Consultation and Engagement Framework and Toolkit has been developed in partnership with key members of staff from other departments. This will ensure good consultation and engagement practice is disseminated across the organisation.

### **Next steps:**

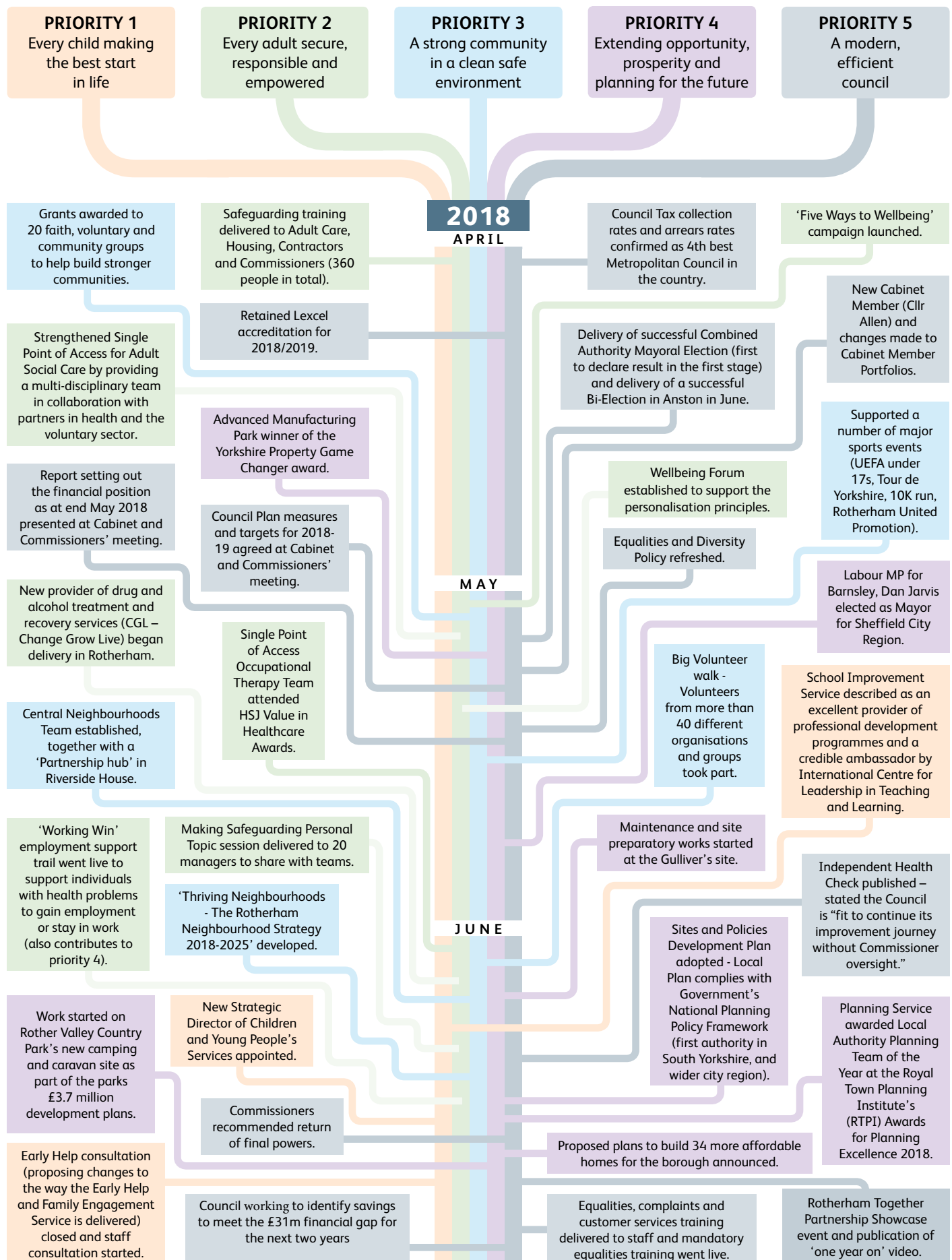
- Targeted reminders to managers have been issued highlighting employees who have not yet had a PDR recorded. During the second quarter weekly progress reporting to senior officers will take place.
- New Assistant Director of HR commenced work in late July 2018.
- A review of Organisational Development activity is to be undertaken by the new HR Business Partner and Assistant Director of HR and will be completed by the end of 2018.
- Further scrutiny of agency usage and exit strategies to take place by the Council's Workforce Management Board.
- Consideration of the future approach to undertaking Member PDP interviews by the Member and Democratic Support Panel in September 2018.
- A task and finish group has been established to review the approach to collecting workforce data. The findings from this group's work will be presented to the Corporate Equalities Group.

**Risk and issues:**

Risk/issue	Mitigation
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.	Regular reporting on completion rates to Chief Executive and the senior leadership team is taking place.
Levels of attendance impact on flexible workforce costs, overtime and temporary workers, which can lead to potential reductions in quality of service.	Targeted intervention of hotspot areas continues.
Agency usage in Children's continues to account for 59 % of all agency expenditure. Recruitment of permanent staff is set against a national shortage.	Continued action to recruit permanent staff.
Members not aware of or engaging with development and training opportunities.	Regular publication and awareness raising of development and training opportunities through the fortnightly Member update.
Increase in social worker caseloads that are picking up extra work to cover vacant roles or long term sickness absence.	Every business case for agency workers has to go through DLT to understand the risk to service users and they are considered on an individual basis.
Introduction of reduced hourly rate through Memorandum of Understanding could result in some agency workers leaving.	The use of agency workers is now a last resort, acting up and use of Newly Qualified Social Worker's (NQSW) are being utilised which will reduce the reliance on agency staff.

# Timeline of key achievements/activities

The timeline below shows some of the key achievements and activities which have taken place over Quarter 1 (April - June 2018)



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



### Rotherham

School Improvement Service

#### **School Improvement Service described as an excellent provider**

The Rotherham School Improvement Service (RoSIS) is responsible for supporting and challenging schools to provide a high quality education for the children and young people in their institutions.

To share learning and drive up standards the School Improvement Service is leading on a Schools Partnership Project, to develop the local teaching and teaching assistant's workforce.

In June 2018 the School Improvement Service was described as an excellent provider of professional development programmes and a credible ambassador following a quality assurance visit by OLEVI, the International Centre for Leadership in Teaching and Learning.

The Council works with OLEVI to offer the Outstanding Teacher Programme (OTP); the Outstanding Teaching Assistant Programme (OTAP); and the Power of Coaching (POC) as part of the RoSIS Traded Offer.

The Quality Assurance Consultant stated:

"You have every right to feel proud of what you have achieved, especially given that it has all been achieved in a relatively short period of time. The rigour, quality, and integrity by which all decisions are based and on which all actions are made has created a positive professional movement amongst the Rotherham schools who have already engaged with you. I cannot wait to see more join the movement you have started, and for them to experience the value your early adopters and early majority are already benefitting from. Thank you."

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

### Single Point of Access Team shortlisted for HSJ Value Award

The Community Occupational Therapy Service are employed by health but are jointly funded between health and social care. The service receives referrals via the Social Care Single Point of Access (SPA).

The Single Point of Access Occupational Therapy Team was formed as a pilot in May 2017 to assist the wellbeing advisors and social workers within the SPA by giving immediate advice and support, and offering a rapid response to people with an urgent need for intervention. The team aims to help people remain at home and enable them to become independent. The team often visit the same day and complete joint visits, with social care colleagues, to ensure customers are safe and provided with appropriate support.

The assessment officers offer a rapid response to people needing urgent assistance with daily living activities. They also provide interventions, at the first point of contact, where the issues can be resolved quickly and effectively by equipment, minor fixing or minor adaptations to prevent falls or deterioration.



The team were previously runners up at the Rotherham NHS Foundation Trust PROUD Awards and a member of the team was awarded RMBC Employee of the Year.

In March 2018, the team were recognised for the work that they do and shortlisted for the HSJ Value (Clinical Support Service) Award. The award evening took place in June 2018 and although the team didn't win, it is a significant achievement and was a great experience for all those involved.

#### Case study:

Mr A lives with his wife in their own bungalow. Mr and Mrs A value their independence and had always completed all necessary tasks between them. Mr A had some health issues but was independently mobile prior to this issue using a rollator walking frame. He liked to work in his conservatory cultivating plants and other craft activities. Mr A had an infection and this took him off his feet and he felt very lacking in energy. It was hoped after treatment for the infection he would return to his former function but unfortunately this did not happen. Mr A was unable to move himself on the bed, stand to transfer or walk at all. Mr A needed to use a wheelchair for all mobility and could not get out of the house or into his conservatory as there was a small step. The couple had experience of formal carers in the past and although Mr A stated the carers were lovely people, Mr and Mrs A found it very intrusive to have carers visiting and found the times of the visits often did not coincide with his own wishes and needs. Luckily the district nurse recognised that support was needed and made a referral to Community Occupational Therapy and the contact was work flowed to the Occupational Therapy Single Point of Access Team. The team were able to visit quickly at the couple's convenience and a full assessment was

completed taking both Mr and Mrs A's needs into consideration. Mr and Mrs A were provided with access to equipment including a specific patient turner. Mr A and his wife were able to use the equipment safely and this enabled them to transfer Mr A from bed to wheelchair, wheelchair to armchair and to mobile commode.

The occupational therapist also requested an internal ramp be provided so Mr A could access his conservatory and so continue his engagement in his hobbies and interests. A referral was also made to community physiotherapy colleagues to look to further improve Mr A's abilities going forward.

This timely intervention prevented a full care package of potentially two carers, four times a

day, to support with personal care. The increased number of stands completed during the day by Mr and Mrs A, in addition to the limitations of a care package, has increased standing tolerance and maintained Mr A's physical abilities. More importantly the couples wish to remain independent and have choice over the times they complete tasks. Mr A's mental health and wellbeing was fully considered in avoiding the need for carers and by allowing access to interests which give cognitive activity and satisfaction.

Mr A stated "I am looking forward to being the man I was" and he felt more positive about the future following the Occupational Therapy intervention provided.

### Improving the borough's mental health

Five Ways to Wellbeing was developed by the Government following extensive research by the New Economics Foundation. It is widely used across the country to promote positive mental wellbeing.

The Five Ways to Wellbeing campaign was launched in May 2018 in partnership with NHS Rotherham CCG, The Rotherham NHS Foundation Trust, Rotherham, Doncaster and South Humber NHS Foundation Trust, and voluntary organisations. The campaign encourages people to get active; take notice of your surroundings; connect with people; learn something new; and give something back to your community.



The new campaign aims to inform people across Rotherham that it's important to look after their mental health – putting it on an equal footing with physical health. By following these simple steps and making small changes people of all ages can feel happier, more positive and get the most from life.

Elaine Humphries lives in Clifton and is the Chair of Friends of Clifton Park. She runs a local gardening group which offers green fingered individuals the opportunity to get together and socialise. She said:

"In my view looking after your mental wellbeing – as you would your physical wellbeing – is important and socialising with others can really make a real difference. At the gardening group we come together as individuals to do an activity that we love and get the chance to have a cuppa and a chat at the same time. It may seem like a small thing but it really makes a difference to how you feel and you become part of a community. The Five Ways to Wellbeing campaign is a great idea and I hope it encourages more people to get involved – particularly men who don't always like to talk about how they're feeling or try new groups, but it's important so they don't end up feeling lonely and isolated. We have a couple of men at the gardening group who really do love it and I'd encourage more to join us!"

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

### **Groups and organisations across Rotherham benefitting from funding grants aimed at strengthening local communities**

In June 2018 the Council and the Rotherham Together Partnership awarded a total of 20 faith, voluntary and community groups across the borough, with grants of up to £500 for individual groups, or more if the bid was delivered by a partnership of groups.

The grants are part-funded through the Building Stronger Communities fund, a £1.3m government pot which the Council and its partners secured last year. The scheme is intended to help bring together people who might not otherwise have the chance to meet each other, building on the reputation of Rotherham people for their friendly outlook to tackle isolation and increase community cohesion.

Examples of how the money is being used include tackling loneliness and social isolation, supporting people with learning disabilities and promoting understanding.

One group to benefit is Rotherham Deaf Future, which will use its £500 grant to fund the start-up of a café at Springwell Gardens Community Centre. The café will serve both the deaf and

hearing community with the help of interpreters and will encourage working together and making new friendships. Steve Ruffles, Chief Executive of Rotherham Fed, which supports Rotherham Deaf Future said: “This small grant really enables the deaf community and Rotherham Deaf Future to develop their ideas for a community café and take this work forward. It’s a great opportunity for this group.”

Also set to benefit is One Voice – a new group recently set up in the Ferham area. The aim of the group is to promote social cohesion among women, reduce isolation and increase women’s participation and civic engagement.

Rotherham Pride, an organisation for the lesbian, gay, bisexual and trans community (LGBT), is set to hold Rotherham’s biggest LGBT+ event in the town centre on July 14. They bid in partnership with several other organisations involved in the festival and received £1,000. Kirsty Fletcher, from Rotherham Pride added: “The funding will provide a dedicated interactive workshops and activities area at Rotherham Pride which celebrates LGBT+ culture, history and diversity. The aim is to enhance community cohesion through education and awareness-raising.”

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

### Ambitious house building programme underway

Rotherham Council has an ambitious house building programme underway and has committed over £50m of Housing Revenue Account (HRA) capital resources over the next four years to deliver more than 400 new homes, the majority of which will be affordable homes to meet the needs of households on the housing register (which is currently approximately 6,700 strong), and struggling first time buyers. Many of these will be targeted at specific groups such as older people, young vulnerable people and households with a disabled family member, to ensure Rotherham's local housing needs are met and to help to improve people's health and wellbeing and independence. The main elements of the Council's HRA new build programme are set out below.

The Site Clusters programme will deliver 217 homes on seven sites across the borough. The Council's innovative partnership with Wates Construction is enabling non-viable sites to be developed by linking them with higher value sites, using sales receipts to support Council housing in areas where it is most needed. This is the first time the Council has used HRA resources to build homes for sale and shared ownership, alongside Council rented homes, and it demonstrates its

commitment to stimulating housing growth by making the best use of land and the HRA. Homes England has contributed grant funding of £30K per unit for 108 of the homes, under the Shared Ownership and Affordable Housing Programme (SOAHP). All homes will be completed by 2020.

The Council is developing a further 119 homes in various schemes across Rotherham, with support from Homes England under SOAHP. Again, these are funded by the HRA with a £30K per unit contribution from Homes England grant. The programme is delivering Council rent and shared ownership homes and includes the redevelopment of sites at Bellows Road, Rawmarsh (58 Council rent and Shared Ownership) and Rothwell Grange (40 Council rent and Shared Ownership). This programme also includes 21 specialist bungalows for older and / or disabled people. All homes will be completed by 2021.

In addition, the Council has plans to deliver 12 bungalows using Modern Methods of Construction (MMC), build further 53 homes for Council rent and home ownership at the former Henley's garage site in the town centre and purchase new build properties to increase Council housing stock. MMC can deliver homes more quickly, to a higher quality and energy efficiency standard, and with minimal disruption, the bungalows will be completed in 2019. The development of the former Henley's Garage site will see the regeneration of a derelict site and provide affordable homes in the town centre. The Council continues to purchase new build properties where this offers value for money and strategic fit, to ensure we can continue to provide affordable Council rented homes in areas where they are most needed. Over 100 have been purchased to date and there are 36 more are in the current pipeline.



## Priority 5: A modern, efficient council

### Independent Health Check

In February - March 2018 and at the request of the Commissioners, a team of experienced senior executive officers and political leaders conducted a health check of Rotherham Council, to provide an independent critique as to whether intervention in Rotherham had served its purpose. In June 2018, the outcome of this health check was published, and confirmed that the Council is fit to continue its improvement journey without Commissioner oversight. As a result of this outcome, the Commissioners have recommended to the Secretary of State that the last remaining powers are returned to the Council and that Commissioners are removed ahead of the scheduled date of February 2019.

This is a significant step in the Rotherham Improvement Journey. Since February 2015, Rotherham Council has been operating under the intervention of Commissioners who were appointed by central government following the serious failings across the authority regarding child sexual exploitation. As improvements have been made, powers have gradually been returned to the Council, with the exception of Children

and Young People's Services. The outcome of the health check demonstrates the significance of the progress made over the past three years, and the fact that there is a solid base for improvements to continue.

The independent health check report stated: 'the Council's governance, decision-making and organisational culture is being transformed and is already much improved. The speed and extent of the improvements delivered since 2015 are impressive.' The team also said that 'we experienced a Council that has shifted from denial about its failures to collective and personal ownership of problems and challenges. We saw a developing culture of accountability, honesty, transparency, openness and engagement.'

This judgement was reinforced by the Council's partners, and one of the most powerful comments within the health check report was made by a partner, who described the Council's current organisational culture as 'unrecognisable' when comparing the ways of working across the Council to how it operated a few years ago. Ultimately, this is a vital acknowledgement of the way that the Council has been transformed.

## Performance Scorecard



Priority 1: Every child making the best start in life

- 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)


Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect	Mel Meggs, Deputy 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)	Mel Meggs CYPs	Low	Monthly	375.5			320	359.8	411.0	382.4	342.1	403.8	411.0	435.2	430.8	435.9	435.2	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 1 (435.2) shows a further increase and continues the pattern of demand. Data suggests the Council are above the statistical neighbour average (372.7) 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)	Mel Meggs CYPs	Low	Monthly	99.6			65.4	65.6	114.5	75.3	91.7	107.1	114.5	114.7	116.3	113.8	2	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 Child Protection Plan (CPP) continues to increase and remains significantly higher than that of statistical neighbours (56.6) and the national average (43.3). Internal and external scrutiny has indicated that risk is being appropriately identified and that for those children with a CPP it is the appropriate plan.
		1.A3		Reduction in the number of Looked After Children (rate per 10k population under 18)	Mel Meggs CYPs	Low	Monthly	99.1			76.6	86.6	110.8	91.5	91.5	103.9	110.8	114.5	110.4	113.1	114.5	There is no good or bad performance however the aim is to ensure performance is in line with the national average. The rate per 10,000 of the population now stands at 114.5 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 proportion of families who rate the Early Help service as Good or Excellent.	David McWilliams CYPs	High	Monthly	95 %			Not Available	Not Available	Not Available	Not	Not	Not	Not	94.3 %	100 %	83.0 %	100 %	35 Exit Surveys were returned during quarter 1 from families who had been supported by the Early Help Service. 94.3 % of these respondents rated their overall experience as Good or Excellent.
		1.A5	Children's Social Care Improvement Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	% children who are subject to repeat child protection plans (within 24 months)	Mel Meggs CYPs	Low	Monthly	9 %			4.7 %	9.2 %	9.5 %	11.4 %	9.5 %	10.1 %	9.5 %	7.3 %	8.8 %	8.2 %	7.3 %	As this is a 'rolling year indicator' this considers referral data for the 12 months prior to 31st March 2018. The proportion of children subject to repeat plans has started to see an improving trend. 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	Number of children and young people with a currently assessed as medium/high risk of CSE (CSE cohort)	Mel Meggs CYPs	Not applicable	Monthly	No target - not applicable			Not Available	64	85	55	68	86	85	74	81	73	74	There is no good or bad performance in relation to this measure.
		1.A7	Placements - Improve Quality of Care for looked after children	Reduce the number of disrupted placements. Definition: % of LAC who have had 3 or more placements - rolling 12 months	Mel Meggs CYPs	Low	Monthly	10.8 %			13.0 %	11.9 %	13.4 %	12.9 %	13.7 %	11.6 %	13.4 %	12.9 %	13.9 %	14.0 %	12.9 %	Despite the further increase in LAC numbers performance in relation to placements remains fairly consistent. The measure for proportion of LAC experiencing three or more placement moves isnt hitting target but it also isnt seeing the declines experienced in some other areas. N.B. Following data validation, performance has been refreshed where necessary.
		1.A8		Increase the proportion of LAC placed within Family Based settings	Mel Meggs CYPs	High	Monthly	85.0 %			Not Available	81.1 %	81.0 %	79.1 %	82.8 %	83.3 %	81.0 %	81.1 %	81.4 %	81.0 %	81.1 %	Performance remains relatively stable at present but it is even more positive to note that despite the numbers of LAC increasing from 607 at the end of January to 648 at the end of June, the percentage of children in family based settings has remained fairly constant.


Priority 1: Every child making the best start in life


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Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
B. Children and Young people are supported to reach their potential	Mel Meggs, Deputy Strategic Director Children and Young People's Services	1.B1 (a)	Sustainable Education and Skills	% of pupils reaching the expected standard In reading, writing and mathematics combined at the end of Key Stage 2	Dean Fenton, Interim Education and Skills Lead	High	Academic Year	65 %			53.9 %	60.8 %	61.4 %									The ROSIS traded service offer to schools contains a range of CPD activities linked to the areas for improvement / borough wide priorities..
		1.B1 (b)		The average attainment 8 score at the end of Key Stage 4. The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4)	Dean Fenton, Interim Education and Skills Lead	High	Academic Year	47 +0.08			48.8 +0.04	45 +0.06	Available Sept/Oct 2018									2018 data isn't available until Sept/ Oct 2018 The average Attainment 8 score decreased by 3.8 points in 2017. National averages also decreased by 3.7 (state-funded) and 3.9 (all schools). The Progress 8 score is +0.06 in 2017; this is 0.09 above the national average score of -0.03.
		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	3,116	Not yet available	745	544	1097	791 (YTD 2191) (cumulative)	634	139	347	123	The Educated Out Of School Team (EOTAS) continue to monitor fixed term exclusions and act on trigger points to address with schools. Advice is provided to schools and families for children at risk of exclusion.
		1.B2 (b)		Reduction in the number of exclusions from school which are ii) Fixed term (Primary school)		Low	Monthly	280 Academic Yr			406	358	Not yet available	110	50	146	85 (YTD 260) (cumulative)	116	33	54	29	
		1.B3	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	% of 16-17 year olds NEET or whose activity is Not Known (NK) % 16-17 year old NEET % 16-17 year olds whose activity is Not Known	David McWilliams CYPs	Low	Monthly	5.8 % combined i) 3.3 % (NEET) ii) 2.5 % (Not Known) (Local Annual target based on Dec, Jan, Feb Ave)			Not Available	5.7 % combined i) 2.6 % (NEET) ii) 3.1 % (Not Known)	5.8 % combined i) 3.3 % (NEET) ii) 2.5 % (Not Known)	7.0 % combined i) 4.1 % (NEET) ii) 2.9 % (N)	17.3 % combined i) 1.7 % (NEET) ii) 15.6 % (Not Known)	7.2 % combined i) 3.2 % (NEET) ii) 4.0 % (Not Known)	5.3 % combined i) 3.3 % (NEET) ii) 2.0 % (Not Known)	6.5 % combined i) 3.5 % (NEET) ii) 3.0 % (Not Known)	5.9 % combined i) 3.4 % (NEET) ii) 2.5 % (Not Known)	6.4 % combined i) 3.4 % (NEET) ii) 3.0 % (Not Known)	6.5 % combined i) 3.5 % (NEET) ii) 3.0 % (Not Known)	Local annual target is based on December, January & February average.
		1.B4	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	Increase the proportion of Education and Health Care Plans completed in statutory timescales (based on NEW plans)	Dean Fenton, Interim Education and Skills Lead	High	Monthly	Qtr 1 - 45 % Qtr 2 - 65 % Qtr 3 - 75 % Qtr 4 - 90 % (in period) 2018/19 - 70 % (cumulative)			58.30 %	52 %	57 %	47 %	87 %	40 %	52 %	48 %	41 %	53 %	46 %	


Priority 1: Every child making the best start in life


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Measure progressing above or in line with target set
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Measure progress has been satisfactory but is not fully reaching target set
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Measure has not progressed in accordance with target set
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Measure under development (e.g. awaiting data collection or target-setting)
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Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
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Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
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)	Jo Abbott Public Health	Low	Quarterly	18 %			18.1 %	17.0 %	19.9 %	20.0 %	21.2 %	21.1 %	17.1 %	n/a (est. Sep18)				Overall status shown as green as data for the latest quarter available (Q4 2017/18) was 17.1 % and below the Target level of 18 % (lower is better) Therefore, at this quarter the measure is progressing above or in line with the target set (criteria for rating as green)
		1.C2		Childhood immunisation - % of eligible children who received 3 doses of DTaP / IPV / Hib vaccine at any time by their 2nd birthday (diphtheria, tetanus and pertussis/ polio/Haemophilus influenza type b)		High	Quarterly	95 %			96.7 %	96.7 %	n/a (due Sep18)			96.7 %	97.9 %	n/a (est. Sep18)				

Priority 2: Every adult secure, empowered and responsible

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

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											Year end 2015/16	Year end 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
A. Adults are enabled to live healthier lives	Terri Roche, Director of Public Health	2.A1 (a)	Implement <b>Health and Wellbeing Strategy</b> 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	1.5% increase on the value at new provider starting point (ie April 2018)			6.3% (2015)	3.9% (2016)	Not yet available	3.9%	3.5%	4.4%	4.1%	n/a (est. Aug18)				
		2.A1 (b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75)	Jo Abbott Public Health	High	Quarterly	No national target. Local ambition to be within LA Comparators Top Quartile			42.9% (2015)	36.9% (2016)	Not yet available	36.9%	36.8%	34.6%	32.5%	n/a (est. Aug18)				
		2.B1	We must ensure we make safeguarding personal	Proportion of Safeguarding Adults at risk who felt their outcomes were met.	Andrew Wells Head of Service Safeguarding & Professional Practice	High	Quarterly	96.6%			72%	85%	98.3%	99%	97%	96.20%	98.5% (cumulative)	96.60%				Q1 data based on 86 individuals setting outcomes. 3 Individuals were recorded as not achieving their outcomes. Due to small numbers involved this has impacted DOT although current score remains above target.
		2.B2		No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population adults (over 18 years)		High	Quarterly	336			278	214	314	68	144	244	358 (cumulative)	64.77				Q1 Based on 133 S42 Enquiries completed . Performance based on rate per 100,000 population. Target equates to 689 completed S42 Enquiries
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	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	2,452	566	573	658	655	884				
		2.B4	Improved approach to personalised services – always putting users and carers at the centre of everything we do	Proportion of Adults receiving long term community support who received a direct payment (excludes managed accounts)	Gordon Waigand Head of Service Localities, Transitions and High Cost Placements	High	Quarterly	22%			17.5%	19.2%	20.30%	20%	20%	19.80%	19.98% (As at end of period)"	20.50%				Performance trajectory expected to improve as cohort reviewing activity increases Q2 onwards.
		2.B5		Number of carers assessments		High	Quarterly	567			2,420	771	2,051	484	502	502	563	123				Methodology changed for 2018-19 to measure carer’s assessed on their own not with the cared for person (joint assessment). Current data does not include MH partner data.
		2.B6	Modernise <b>Enablement Services</b> to maximise independence, including:	The proportion of people (65+) offered the reablement service after discharge from hospital	Jenny Anderton Interim Head of Service - Single Point of Access and Enablement Services	High	Annual	2.6%			1.7%	1.8%	2.24%				2.24%					Data for indicator captured in Q3.
		2.B7	• Intermediate care • Enabling • Prevention agenda • Developing community assets	Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for		High	Quarterly	83%			86.1%	81.9%	88.5%	87.5%	88.0%	87.4%	88% (cumulative)	89.0%				

Priority 2: Every adult secure, empowered and responsible

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Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
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	2.B8	We must commission service effectively working in partnership and co-producing with users and carers. <b>We must use our resources effectively</b>	All age numbers of New permanent admissions to residential nursing care for adults	Gordon Waigand Head of Service Localities, Transitions and High Cost Placements	Low	Quarterly	305	✔	⬆	432	356	334	76	148	233	351 (Cumulative)	70				includes estimate of short stays which will become permanent (10 per quarter).
		2.B9		All age total number of people supported in residential/nursing care for adults	Richard Smith Interim Assistant Director of Independent Living and Support	Low	Quarterly	950	●	⬆	1,288	1,111	1,023	1,091	1,101	1,026	1023 (As at end of period)	998				Q1 has seen a positive DOT with the reduction of 25 long term residential/ nursing placements. Reviewing of lengthy short term placements could impact and will be monitored monthly.

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

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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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect	Damien Wilson, Strategic Director Regeneration and Environment	3.A1 (a)	Ensure that the <b>Safer Rotherham Partnership</b> is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework	Public perception of ASB (via the "Your Voice Counts" quarterly survey)	Tom Smith Regeneration and Environment	Low	Quarterly	32%			30%	32%	34%	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.	34%				(Source of Data: Your Voice Counts Survey- Question, 'How much of a problem is ASB in your area' - % of respondees who perceive as a problem)) All 3 neighbouring authorities, Sheffield, Doncaster and Barnsley have shown a return of > 34% for Q1
		3.A1 (b)		Reduce the number of repeat victims of ASB		Low	Quarterly	80 or fewer repeat callers per quarter					77	85 callers came under the repeat victim criteria	94	67	63	46				The positive direction of progress has continued this quarter.
		3.A2		An increase in the % of positive outcomes over the year, for reported Hate Crime cases		High	Quarterly	20%			38%	22%	Currently not available, see data notes	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	9.64% which equates to a 4.3% reduction on the same period last year.*				Q4 data is available but service advises that due to potential unreliability caused by SYP transitioning between 2 computer systems it has not been included. Some investigations are ongoing, therefore, no outcome has been recorded for these yet.
		3.A3 (a)		Total number of referrals to Domestic Abuse support services		High	Quarterly	Baseline year										692				Data derived from Rotherham Rise, IDVAS, Rotherham Abuse Counselling Service.
		3.A3 (b)		% of people receiving Domestic Abuse support who are satisfied with the service		High	Annual	Baseline Year														This is a brand new measure, first data will be available Q4, although work will continue through the year to ensure correct methodology for obtaining data is in place.
		3.A4 (a)	Ensure an robust, effective and efficient licensing service	The number of on the spot inspections of taxis		High	Quarterly	Baseline year										37				The Licensing service proactively inspected 37 vehicles and drivers during the first quarter of 2018. Of these, 57% of vehicles (21) and 73% of drivers (27) were found to be compliant with licensing requirements. There were 16 defects identified in the 16 non-compliant vehicles. Nine of the defects related to signage and were dealt with by way of a formal warning. Warnings were also issued in relation to defective bulbs / lamps (4) and tyres approaching the legal limit (2). One vehicle was suspended due to tyres at the legal limit. All defects were rectified during the inspection, or were found to have been rectified following re-inspection the following day.
		3.A4 (b)		The % of taxis found to be compliant with the licensing regime during on the spot inspections.		High	Quarterly	Baseline year										57%				
		3.A5 (a)	Rotherham <b>residents are satisfied</b> with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live	Christopher Burton, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>79%			79% June 2015 82% December 2015 satisfied or fairly satisfied	80% June 2016 81% December 2016 satisfied or fairly satisfied	79% June 2017 75% February 2018 Very or fairly satisfied	79% (Wave 5 June 2017) satisfied or fairly satisfied			75% (Wave 6 February 2018) Very or fairly satisfied	79% (Wave 7 June 2018) Very or fairly satisfied				Work is being done on a new marketing calendar that will include the council's priorities for communications to residents. Central to this will be enhancing the public view of the borough by highlighting and promoting the future direction of travel for things like the town centre masterplan.

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

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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
											Year end 2015/16	Year end 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect	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% February 2018 Very or Fairly Satisfied				56% (Wave 6 February 2018) Very or Fairly Satisfied	57% (Wave 7 June 2018) Very or Fairly Satisfied				Work is being done on a new marketing calendar that will include the council's priorities for communications to residents. Central to this will be enhancing the public view of the borough by highlighting and promoting the future direction of travel for things like the town centre masterplan.
		3.A6	Create a rich and diverse cultural offer and thriving Town Centre	Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn , develop their skills or get a job. Regeneration and Environment	Polly Hamilton Regeneration and Environment	High	Quarterly	320,000 cumulative annual target.	✔	⬆			400,228	102,809	94,387	101,789	101,243 (Cumulative)	109,074				Heritage engagements are down slightly on Q1 17/18, (by 301). Although class visits are up on Q1 17/18, Family Fun days are down and account mainly for the decrease. Green spaces show an increase in visitors on the last 2 quarters of last year due to seasonal reasons and the repair of the Clifton Park Visitor counters.
		3.A7		Customer satisfaction with culture, sport and tourism services		High	Quarterly	a) Libraries and CSC >90% b) Heritage Sites >90% c) Parks and Opens Spaces >82% d) Sport and Leisure Facilities >95%	●	⬇			a- Libraries & CSC) 99.9% b- Heritage Sites) 91% c- Parks and Open Spaces) 84% d- Sport & Leisure Facilities) 95%	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%	a- Libraries & CSC) 98.76% b- Heritage Sites) 86.6% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 95%				Heritage: Clifton Park Museum Visitor Finder 84%; Facebook 88%, Trip Advisor 100%: Boston Castle 80%: Archives and Local Studies remote survey; 81% . NB- Museum visitor finder estimated awaiting verified data.
		3.A8	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			High	Quarterly	3,000,000 cumulative annual target	✔	⬆			a: 538,851 b: 110,217 c: 86,981 d: 1,034,416 e: 47,326 f: 69,660 g: 31,205 h: 1,296,570 i: 1,320 Total no. of visits = 3,216,546	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	a: 155,196 b: 35,532 c: 17,875 d: 555,368 e: 0 f: 6,250 g: 2,490 h: 341,787 i: 0 Total no. of visits = 1,114,498				Heritage visitor numbers are slightly down,(1,635) on Q1 17/18 but higher than Q1 16/17. Service expects target for the year to be achieved.

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

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B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B1 (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	Percentage of the principal road network in need of significant repair	Tom Smith Regeneration and Environment	Low	Annual	3 %	■		3 %	3 %	2 %			2 %						The current condition of the Principal Road Network - Category A roads - is better than the National Average. The Highway Repair Programme 2018 /19 includes repairs to the Principal Road Network to the value of more than £1m to maintain the overall condition.
		3.B1 (b)		% of the non-principal road networks in need of repair		Low	Annual	6 %	■		6 %	7 %	5 %			5 %						The current condition of the None Principal Road Network - Category B and C roads - is better than the National Average. The Highway Repair Programme 2018 /19 includes repairs to the None Principal Road Network to the value of more than £1m to maintain the overall condition.
		3.B1 (c)		% of unclassified roads in need of repair		Low	Annual	22 %	❌	⬇️	24 %	23 %	23 %	23 %	23 %	23 %	23 %	24 %				The current condition of the Unclassified Road Network – estate roads - is not as good as the National Average. However, the current investment provided by the Councils Capital Grant of £10m over three years – this is the second year with a £4m budget – has shown a narrowing of the gap between the Councils position and the national average. The Highway Repair Programme 2018 /19 includes repairs to the Unclassified Network.
		3.B2 (a)		Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and		High	Monthly	37+ (50 % increase in prosecutions for the year)	✔️	⬆️	Not available baseline year	25	42	6	12 (cumulative)	23 (cumulative)	42 (cumulative)	7	1	4	2	7 Fixed Penalty Notices have been issued for Fly Tipping offences in the first quarter of the financial year. This is an increase on the first quarter of the previous financial year.
		3.B2 (b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions)		High	Monthly	5000 (cumulative for the year)	❌	⬇️	Not available baseline year	185	6,673	1,685	3,659	5,897	6673 (cumulative)	89	27	35	27	Of the 89 actions in this area in the first quarter, 68 Fixed Penalty Notices were issued with 55 being issued for litter offences. 11 were issued for dog fouling and 2 for failing to provide copies of waste transfer information when requested. There have been 21 prosecutions in Court, all successful, since April for littering offences where the fixed penalty had not been paid. (Nb-Prosecutions added in addition to the initial issue of the FPN, as there are 2 distinct enforcement methods, 1st stage being the issue of the notice followed by prosecution if payment is not made.

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

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Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18	
B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B3	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	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 compliments 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. Increase compliments to 60.	❌	⬇️			Grounds Maintenance i) Complaints 5 ii) Compliments 11 iii) Service Requests 1292 Street Cleansing i) Complaints 15 ii) Compliments 14 iii) Service Requests 9445 Waste Management i) Complaints 64 ii) Compliments 29 iii)Service Requests 35,358 Total cumulative complaints figure= 84	Grounds Maintenance i) Complaints 2 ii) Compliments 7 iii) Service Requests 370 Street Cleansing i) Complaints 6 ii) Compliments 7 iii) Service Requests 1938 Waste Management i) Complaints 15 ii) Compliments 8 iii)Service Requests 9032 Total cumulative complaints figure= 23	Grounds Maintenance i) Complaints 1 ii) Compliments 3 iii) Service Requests 812 Street Cleansing i) Complaints 3 ii) Compliments 2 iii) Service Requests 2883 Waste Management i) Complaints 20 ii) Compliments 3 iii)Service Requests 9333 Total cumulative complaints figure= 47	Grounds Maintenance i) Complaints 2 ii) Compliments 0 iii) Service Requests 87 Street Cleansing i) Complaints 4 ii) Compliments 5 iii) Service Requests 1717 Waste Management i) Complaints 10 ii) Compliments 7 iii)Service Requests 8665 Total cumulative complaints figure= 63	Grounds Maintenance i) Complaints 0 ii) Compliments 2 iii) Service Requests 23 Street Cleansing i) Complaints 2 ii) Compliments 0 iii) Service Requests 2442 Litter i) Complaints 0 ii) Compliments 19 iii)Service Requests 465 Waste Management i) Complaints 11 ii) Compliments 11 iii)Service Requests 8328 Total cumulative complaints figure= 84	Grounds Maintenance i) Complaints 13 ii) Compliments 1 iii) Service Requests 408 Street Cleansing i) Complaints 4 ii) Compliments 0 iii) Service Requests 1702 Litter i) Complaints 3 ii) Compliments 1 iii)Service Requests 286 Waste Management i) Complaints 28 ii) Compliments 7 iii)Service Requests 8348 Total cumulative complaints figure= 48	Not currently available	Not currently available	Not currently available	48 complaints have been received in Q1 in Street Cleansing, Grounds Maintenance, Litter and Waste Management areas, this is an increase on the same period in 2017/18 but the figure has been affected by a number of factors, outlined in the narrative report. The number of complaints recorded can be seasonal and an exceptionally wet spring led to a later than normal start to the grounds maintenance programme which in turn generated an increase in complaints. The most significant impact however has been the decision of the complaints team to re-classify complaints that were previously classed as informal as formal Stage 1 complaints. Based on data from 2017/18 this can be expected to increase the number of complaints by at least 55% of the current year. This increase should also be viewed in terms of the number of complaints that were upheld. Of the 48 complaints received, only 19 were upheld and should also be viewed in terms of these services undertaking millions of operations per year within the public realm.
		3.B4		Ensure an efficient and effective waste and recycling service		Low	Quarterly	50	✔️	⬆️	62.7	46.92	42.21	46.07	Q2 - 38.78 Overall YTD 42.42	Q3 -33.90 Overall YTD 39.86	Q4 51.06 Overall YTD 42.21	Q1 43.01 Overall YTD 43.01				Currently better than target. Will continue with current actions to maintain and hopefully improve the figure.
		3.B5				High	Quarterly	45 %	✔️	⬆️	43.11 %	45.30 %	46.11 %	52.53 %	51.57 % Current estimate for March 2018 - 45.25 %	48.75 % Current estimate for March 2018 - 45.74 %	46.11 %	53.72 % Current estimate for March 2018 46.27 %				Currently better than target. Will continue with current actions to maintain and hopefully improve the figure.

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

- 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)

Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-18		
A. Businesses supported to grow and employment opportunities expanded across the borough	Damien Wilson, Strategic Director Regeneration and Environment	4.A1		Number of new businesses started with help from the Council	Paul Woodcock Regeneration and Environment	High	Quarterly	15					13.75	7	22	15	11	20				9 more businesses have been helped by the Council to start operating than in Q4, and 13 more in the same quarter in 17/18.	
		4.A2		Survival rate of new businesses (3 years)		High	Annual	60.0 %			60%	59.9%	60.5%				60.5%				Annually released (usually November)		
		4.A3		% vacant floor space in the Town Centre area		Low	Quarterly	25.0 %					22.0%	19.3%	22.3%	23%	23.1%	23.3%				Direction remains steady and above target	
		4.A4		Net new business in the Town Centre		High	Quarterly	Baseline Year										1				April 18 – 0 (2 opened and 2 closed) May 18 – 2 (3 opened and 1 closed)	
		4.A5		Number of jobs in the Borough		High	Annual	1,000 new jobs p.a. (10,000 over 10 years).			100,000	104,000	Not yet available			104,000 (annual data for 2016/17)							Annually released (usually September)
		4.A6		Narrow the gap to the UK average on the rate of the working age population economically active in the borough		Low	Quarterly	3.2% (This is a 0.8 % reduction on the 2017/18 target of 4 %)			1 % gap	4.3%	3.23%	4.5 % (June 17 data)	3.1 % (Sep 17 data)	2.1 % (Dec 17 data)	0.90%					For year ended March 2018 (based on average of last 4 quarters) in Rotherham = 77.4 %, UK = 78.3 %	
		4.A7		"Number of Planning Applications determined within specified Period: a) Major 13 weeks b) Minor 8 weeks c) Other 8 weeks		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 %	a) 100 % b) 100 % c) 100 %					Continuing maintainance of the highest standard of service	
B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing	4.B1 (a)	Implement the <b>Housing Strategy</b> 2016-2019 to provide high quality accommodation	Number of new homes delivered during the year via direct Council intervention	Tom Bell Adult Social Care and Housing	High	Quarterly	109										16					
		4.B1 (b)		Number of new homes delivered during the year		High	Quarterly	641			663	593	479	138	69	130	142 (cumulative)	134				There are many factors affecting the number of homes built in the borough but the key drivers are demand and availability of suitable land, the council also delivers a significant number of units and supports development by purchasing units for rent as council housing. However, the majority of house building is delivered by private house builders. While there are a number of sites delivering housing in Rotherham at the moment, most notably at Waverley new community, the overall supply of housing land for new developments is currently limited.	
		4.B2		% of stock that is non-decent		Low	Quarterly	0.5 %			0.00 %	0.00 %	0.00 %	0.51 %	0.40 %	0.25 %	0 % (cumulative)	0.49 %				Measure on target although slightly increased from quarter 4	
	4.B3	Private rented housing improving standards through selective licensing	% of privately rented properties compliant with Selective Licensing conditions within designated areas	High		Monthly	95%				85%	94.2%	93%	93%	94%	94.2%	97.0%	95.0%	96.5%	97.5%	New staff to the team in March and April have enabled additional follow up inspections and reviews of cases in the first quarter of the financial year. This has resulted in a reduction in the number of outstanding cases to review and compliance has grown. Of 1,919 inspections only 48 require further investigation at this time after informal enforcement warnings requiring repairs.		

Priority 5: A modern, efficient council

- Measure progressing above or in line with target set
- Measure progress has been satisfactory but is not fully reaching target set
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Outcome	Lead	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 2015/16	Year end 2017/18	Q1 Apr-June 2017	Q2 Jul-Sep 2017	Q3 Oct-Dec 2017	Q4 Jan-Mar 2018	Q1 Apr-June 2018	Apr-18	May-18	Jun-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 %	97.0 %	27.7 %	54.0 %	80.41 %	97 % (cumulative)	27.4 %	9.9 %	18.7 %	27.4 %	The final performance of 97.0 % for 17/18 was equal to the target but 0.3 % below performance for 2016/17. National performance for 17/18 saw Rotherham retaining its position as 4th highest performing Met (out of 36) with 97.3 %. The Met Council average for 17/18 was 95.4 %, but this figure can be distorted by the design of local Council Tax support schemes.
		5.A2		% non-domestic (business) rates collected in the current financial year		High	Monthly	98 % (Top Quartile Metropolitan Authorities)			98.1 %	98.3 %	98.5 %	29.0 %	54.9 %	80.5 %	98.5 % (cumulative)	28.9 %	10.7 %	20.1 %	28.9 %	The final performance of 98.5 % is 0.5 % above target and 0.2 % above performance for 2016/17. Despite improved performance the National performance figures for 17/18 saw Rotherham dropping from its position as 7th highest performing Met (out of 36) to 11th. The Met Council average for 17/18 was 97.6 %.
B. Effective Governance Arrangements and decision making processes are in place	Shokat Lal, Assistant Chief Executive	5.B1	The <b>Scrutiny function</b> 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	90 %			Not available not previously been required	100 %	96 %	100 %	97 %	100 %	96 %	83 %	50 %	100 %	100 %	Two recommendations in the April meeting of the Cabinet were not accepted in full, which effected overall figure. Otherwise, all recommendations from Overview and Scrutiny Management Board's pre-decision scrutiny have been accepted by Cabinet and Commissioners.
C. Staff listen and are responsive to customers to understand and relate to their needs	Shokat Lal, Assistant Chief Executive	5.C1	Treating <b>customer complaints</b> with respect and dealing with them in an efficient and outcome-focussed way	% of complaints closed and within timescale (cumulative)	Jackie Mould Assistant Chief Executive's Directorate	High	Monthly	85 %			80 %	89 %	93 %	76 %	78 %	80 %	83 %	88 %	84 %	91 %	89 %	Performance improved to above target for May/June.
		5.C2	<b>Resident satisfaction</b> - Assessing overall public opinion on the way the council is working and responding to customers	% of residents who feel that the Council keeps them informed	Christopher Burton, Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	>53 %			44% June 2015 49%	43% June 2016 48%	49 % June 2017 53 % February 2018 very or fairly well informed	49 % (Wave 5 June 2017) very or highly satisfied		53 % (Wave 6 February 2018) very or fairly well informed		52 % (Wave 7 June 2018) very or fairly well informed				Entire new comunications strategy which incorporates new email communication plan and enhanced use of social media. This also ties into the new overarching marketing plan for the council, which will be owned by comms.
	Judith Badger, Strategic Director Finance and Customer Services	5.C3	Enable customers to be active and interact with the Council in an efficient way, <b>accessing more services online</b>	% of transactions a) online	Luke Sayers Finance and Customer Services	High	6 monthly	28 %			36 %	21 %	24 %		26 %		24 %					There is no update this quarter as this is a 6 monthly update. Updates will be provided in the 2nd and 4th quarter.

Priority 5: A modern, efficient council

- Measure progressing above or in line with target set
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Outcome	Lead	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)
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D. Effective members, workforce and organisational culture	Shokat Lal, Assistant Chief Executive	5.D1	Staff and managers have an opportunity to <b>reflect on performance</b> , agree future objectives and are aware of how they contribute to the overall vision	% PDR completion	Shokat Lal, Assistant Chief Executive	High	Quarterly	95 %			96 %	96 %	93 %	69 %	91 %	92 %	93 % (cumulative)	69 %				Cumulative performance is the same as at quarter 1 last year. Final year end performance is expected to be on or around target.
		5.D2	<b>Sickness is managed</b> and staff wellbeing supported	Days lost per FTE		Low	Monthly	10.3			10.43 Days (excluding schools)	10.97 Days (excluding schools)	10.26	10.59 days (excluding schools)	10.33 days (excluding schools)	10.39 days (excluding schools)	0.26 days (excluding schools)	10.28 days (excluding schools)				Performance is 2.94 % lower than at same quarter last year and below Council target of 10.3 days.
		5.D3	<b>Reduced use of interims, temporary and agency staff</b> through effective and efficient recruitment	Reduction in Agency cost		Low	Monthly	10% reduction			£6.8m	£10.2m	£8.33m	£1.789m (-21 %)	£3.856m (-37 %)	£5.953m (-22 %)	£8.331m (-18 %) (cumulative)	£1.929m (-39 % cumulative)				Current agency expenditure for the year is projected at £5,080m, a reduction of £3m on the previous year. Actual expenditure in quarter 1 is 8 % higher than comparable quarter last year. Additional agency usage during the remaining months will increase expenditure, however overall cost should achieve 10 % target recution.
		5.D4	<b>Members are able to fulfil their roles</b> as effective community leaders	Reduction in the proportion of the children's social social care establishment who are agency staff.	Mel Meggs, CPYS	Low	Monthly	10 %				22.8 % (67.5)	18.6 % (60)	21.6 % (64)	18.8 % (57)	19.2 % (62)	18.6 % ( 60 )	14.6 % (46)	17.3 % (56)	16.4 % (52)	14.6 % (46)	Numbers are reducing but not currently in line with the target. This measure relates to establishment staff and 'Social Work' staff/managers only
		5.D5		% 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 %						The newly constituted Members and Democratic Support Panel (MADS) will meet in September to consider how personal development plans for Members will be prepared in future. No work has been undertaken on this since achieving 100 % during the 2017/18 municipal year.
		5.D6	The Council complies with good practice in <b>equalities</b>	% of recommendations from the Equalities Peer review that have been implemented	Jackie Mould - Assistant Chief Executive's Directorate	High	Quarterly	60 %										74 %				25 actions from 34 have been completed to date. Action is in hand to deliver the remaining nine.

## **Summary Sheet**

### **Committee Name and Date of Committee Meeting**

Overview and Scrutiny Management Board – 3 October 2018

### **Report Title**

Response to Recommendations from Overview and Scrutiny Management Board –  
Use of Agency, Interim and Consultancy Staff

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

Yes

### **Strategic Director Approving Submission of the Report**

Shokat Lal, Assistant Chief Executive

### **Report Author(s)**

Shokat Lal, Assistant Chief Executive  
01709 822773 or shokat.lal@rotherham.gov.uk

### **Ward(s) Affected**

All

## **Summary**

Over the course of 2016-17, Overview and Scrutiny Management Board (OSMB) expressed its concerns at the increasing and significant forecast of in-year overspend. Related to this had been concerns about the use of agency staff and consultants across the authority and if there was robust management control in place at that time. It was agreed that a small cross-party working group would be established to examine what actions were being taken to drive down the number of agency staff and consultants and consequently reduce the associated financial impact.

The recommendations made by Members are based on information and evidence collated during the course of the review and their challenge of existing practices and developing protocols.

Under the Overview and Scrutiny Procedure Rules, the Cabinet is required to respond to any recommendations made by scrutiny and this report is submitted to meet that requirement.

## **Recommendations**

1. That the Cabinet's response and their agreement to the recommendations of the scrutiny review on the Use of Agency, Interim and Consultancy Staff be noted.

## **List of Appendices Included**

Appendix A Cabinet's Response to Scrutiny Review on Use of Agency, Interim and Consultancy Staff

## **Background Papers**

Report of the Overview and Scrutiny Management Board – [Scrutiny Review of Use of Agency, Interim and Consultancy Staff](#)

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

Council – 31 October 2018

## **Council Approval Required**

No

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

No

## **Response to Recommendations from Overview and Scrutiny Management Board – Use of Agency, Interim and Consultancy Staff**

### **1. Recommendations**

- 1.1 That the Cabinet's response and their agreement to the recommendations of the scrutiny review on the Use of Agency, Interim and Consultancy Staff be noted.

### **2. Background**

- 1.1 The purpose of the review was to seek assurance that the Council measures performance and value for money in its use of agency staff and consultants and was taking appropriate action to maintain spend within acceptable limits. The recommendations made by Members were based on information and evidence collated during the course of the review and their challenge of existing practices and developing protocols.
- 1.2 The review report was submitted to Council on 23 May 2018, which represented the formal publication of the report. Under the Overview and Scrutiny Procedure Rules, the Cabinet is required to respond to any recommendations made by scrutiny and this report is submitted to meet that requirement.

### **3. Key Issues**

- 3.1 There are 12 broad recommendations arising from the scrutiny review of Use of Agency, Interim and Consultancy Staff, which are detailed in Appendix A. The schedule provides detail in respect of whether the recommendations are agreed, not agreed or deferred. Where recommendations are agreed, the schedule details what action will be taken, by when and who will be responsible.
- 3.2 By way of context, the twelve recommendations from Overview and Scrutiny Management were:
- (i) That the following definition of agency, interims and consultancy staff is adopted and is applied consistently across the Council. It is suggested that a further report is provided to this sub-group in six month on its implementation.
    - (a) Agency Staff - Individuals employed and paid for through an agency. They may be covering a single specific vacancy or be covering a capacity gap left by a number of vacancies, by specific demand pressure or as a result of a skills gap. They may or may not have decision making authority or staff management responsibilities.

- (b) Interims - Individuals working day to day 'as though an employee' but not engaged through an agency contract. They may be covering a single specific vacancy or be covering a capacity gap left by a number of vacancies, by specific demand pressure or as a result of a skills gap. They may or may not have decision making authority or staff management responsibilities.
  - (c) Consultancy/Independent Contractor - An individual or a company engaged through a tender/procurement process to carry out a defined piece of specialist work or a project. The company or individual would not be expected to have any decision making authority or staff responsibilities and the work would be expected to culminate in an output e.g. a report. They may work predominantly on or off site depending on the nature of the piece of work.
- (ii) That the above definition is appended to the Workforce Management Board's (WMB) terms of reference to ensure that there is a shared and consistent understanding of the criteria. It is further recommended that the Head of Procurement escalates to the Board any issues or concerns arising out of an extension or variation to the tendered contract which takes it significantly beyond the original timeframe or agreed expenditure.
- (iii) That following the development of clear definitions relating to the appointment of agency, interims and consultants, that there are corresponding budget codes developed to ensure that accurate monitoring can be undertaken.
- (iv) That prior to the appointment of consultants, there should be a clear business case developed aligned to service plans to demonstrate the necessity of the appointment and why external resources are required to complete the task. To avoid 'drift', the business case should outline clear outcomes, timescales and what resources are required; with variations to the business case reported to the WMB by the Head of Procurement.
- (v) Wherever possible and appropriate, there should be a development element in the engagement of consultants in order to develop in-house capacity. The business case should outline how this is to be addressed.
- (vi) That the transformation plans for Adult Social Care are carefully monitored to ensure that agency and consultancy use is delivering value for money and practice improvements.

- (vii) That an audit is undertaken to clarify how many agency staff are in posts for more than 12 months; their length of service; if a business case was developed at the time of appointment and if so, whether this has been reviewed and by whom. On the basis of this information, that plans are drawn up as soon as possible to action permanent recruitment if there is a service requirement for the posts and if this cannot be demonstrated, that agency staff or interims are released.
- (viii) Following from this, to avoid 'drift', the business case developed to support the appointment of agency staff should outline clear outcomes, timescales and resources and explicit alignment to the service plan; with variations to the business case or extension to contract reported to the WMB.
- (ix) That further work be undertaken to lessen the requirement for seasonal agency staff. This should include annualising hours or ensuring operatives 'multi-task' and are able to share roles and functions. The review asks that a further report be provided exploring options.
- (x) That the WMB should have regular discussions with in-house trade unions and staff fora to seek their views if there are alternative options to the appointment of agency staff or consultants; particularly in services where there is the possibility of redundancies.
- (xi) That the WMB should explore the feasibility with other councils and public sector partners of developing an in-house 'bank' system or employment agency to reduce cost and reliance on external agencies.
- (xii) That OSMB convenes a sub-group bi-annually to review the progress of the WMB in meeting the priority measure and the implementation of accepted recommendations.

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

- 4.1 The options considered were detailed within the report and recommendations from the Overview and Scrutiny Management Board. A number of recommendations from the Overview and Scrutiny Management Board have already been implemented, with arrangements for review by the Workforce Management Board in place.
- 4.2 This report proposes that all of the recommendations from the Overview and Scrutiny Management Board be formally accepted by the Cabinet. The recommendations from scrutiny are welcomed and contribute to the ongoing strengthening of arrangements to manage the use of agency, interim and consultancy staff by the Council.

#### **5. Consultation**

- 5.1 There has been no further consultation on this report beyond the requirements of internal processes, alongside consultation with the Cabinet member.

- 5.2 It should be noted that Trade Unions were consulted as part of the review by the Overview and Scrutiny Management Board. In response to recommendation 10, it has been agreed that Trade Unions will be consulted at quarterly Joint Consultative Committee meetings for their views on alternative options to the appointment of agency staff or consultants.

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

- 6.1 The timetable for implementing the recommended actions is set out in the attached schedule (Appendix A).
- 6.2 Various senior officers across the authority will be responsible for the implementation of the agreed recommendations. The Assistant Chief Executive and the Assistant Director of Human Resources and Organisational Development will be accountable for the overall implementation of the review's recommendations.

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

- 7.1 Finance and Procurement will develop and implement actions where appropriate in response to the recommendations in Appendix A. This includes communication of the revised definitions and the development of suitable controls and reports to monitor spend with clear escalation processes where required.

## **8. Legal Advice and Implications**

- 8.1 There are no direct legal implications arising from the recommendations in this report.

## **9. Human Resources Advice and Implications**

- 9.1 HR implications are contained in the recommendations shown in Appendix A. These recommendations will be incorporated into the Workforce Management Board terms of reference and Directorate board representatives charged with bringing full detail of agency, consultants and interim along with clear exit strategies to future board meetings.

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

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

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

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

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

- 12.1 There are no implications for partners arising from the recommendations from the Overview and Scrutiny Management Board.

- 12.2 All directorates of the Council will be required to work within and comply with the procedures adopted in respect of the use of agency, interim and consultancy staff.

### 13. Risks and Mitigation

- 13.1 There are no additional risks presented by the recommendations from the Overview and Scrutiny Management Board. The recommendations themselves and the proposed actions serve to mitigate risks in relation to lack of action or compliance. Furthermore, risks to the arising actions will be monitored by officers and will be reported to the Overview and Scrutiny Management Board when reviewing the implementation of its recommendations.

### 14. Accountable Officers

Shokat Lal, Assistant Chief Executive

Lee Mann, Assistant Director – Human Resources and Organisational Development

Approvals obtained on behalf of:-

	<b>Named Officer</b>	<b>Date</b>
Strategic Director of Finance & Customer Services	Nikki Kelly	22.08.2018
Assistant Director of Legal Services	Dermot Pearson	29.08.2018
Head of Procurement (if appropriate)	Karen Middlebrook	21.08.2018
Assistant Director – Human Resources (if appropriate)	Lee Mann	28.08.2018

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

## ***Cabinet's Response to Scrutiny Review of Use of Agency, Interim and Consultancy Staff***

<b>Recommendation</b>	<b>Cabinet Decision</b> <i>(Accepted/ Rejected/ Deferred)</i>	<b>Cabinet Response</b> <i>(detailing proposed action if accepted, rationale for rejection, and why and when issue will be reconsidered if deferred)</i>	<b>Officer Responsible</b>	<b>Action by (Date)</b>
<p>1. That the following definition of agency, interims and consultancy staff is adopted and is applied consistently across the Council. It is suggested that a further report is provided to this sub-group in six month on its implementation.</p> <p>(a) Agency Staff - Individuals employed and paid for through an agency. They may be covering a single specific vacancy or be covering a capacity gap left by a number of vacancies, by specific demand pressure or as a result of a skills gap. They may or may not have decision making authority or staff management responsibilities.</p> <p>(b) Interims - Individuals working day to day 'as though an employee' but not engaged through an agency contract. They may be covering a single specific vacancy or be covering a capacity gap left by a number of vacancies, by specific demand pressure or as a result of a skills gap. They may or may not have decision making authority or staff management responsibilities.</p> <p>(c) Consultancy/Independent Contractor - An individual or a company engaged through a tender/procurement process to carry out a defined piece of specialist work or a project. The company or individual would not be expected to have any decision making authority or staff responsibilities and the work would be expected to culminate in an output e.g. a report. They may work predominantly on or off site depending on the nature of the piece of work.</p>	Accepted	The definition has been adopted across the Council.	Shokat Lal, Assistant Chief Executive	Complete
<p>2. That the above definition is appended to the WMB's terms of reference to ensure that there is a shared and consistent understanding of the criteria. It is further recommended that the Head of Procurement escalates to the Board any issues or concerns arising out of an extension or variation to the tendered contract which takes it significantly beyond the original timeframe or agreed expenditure.</p>	Accepted	The Head of Procurement is now a member of WMB.	Karen Middlebrook, Head of Procurement	Complete

3. That following the development of clear definitions relating to the appointment of agency, interims and consultants, that there are corresponding budget codes developed to ensure that accurate monitoring can be undertaken.	Accepted	Budget codes will be updated accordingly. Details of the codes and descriptions will be communicated through a Manager Briefing.	Paul Stone	September 2018
4. That prior to the appointment of consultants, there should be a clear business case developed aligned to service plans to demonstrate the necessity of the appointment and why external resources are required to complete the task. To avoid 'drift', the business case should outline clear outcomes, timescales and what resources are required; with variations to the business case reported to the WMB by the Head of Procurement.	Accepted	Business case forms have been updated to reflect the changes. Head of Procurement now a member of WMB and will report on any variations.	Shokat Lal, Assistant Chief Executive	Complete
5. Wherever possible and appropriate, there should be a development element in the engagement of consultants in order to develop in-house capacity. The business case should outline how this is to be addressed.	Accepted	Business case forms have been updated to reflect the requested additional information.	Shokat Lal, Assistant Chief Executive	Complete
6. That the transformation plans for ASC are carefully monitored to ensure that agency and consultancy use is delivering value for money and practice improvements.	Accepted	Monitoring to take place through the WMB.	Shokat Lal, Assistant Chief Executive	Ongoing
7. That an audit is undertaken to clarify how many agency staff are in posts for more than 12 months; their length of service; if a business case was developed at the time of appointment and if so, whether this has been reviewed and by whom. On the basis of this information, that plans are drawn up as soon as possible to action permanent recruitment if there is a service requirement for the posts and if this cannot be demonstrated, that agency staff or interims are released.	Accepted	Audit has taken place and action plans developed.	Shokat Lal, Assistant Chief Executive	Complete
8. Following from this, to avoid 'drift', the business case developed to support the appointment of agency staff should outline clear outcomes, timescales and resources and explicit alignment to the service plan; with variations to the business case or extension to contract reported to the WMB.	Accepted	Processes and forms for WMB business cases updated to ensure additional info is considered by the Board	Shokat Lal, Assistant Chief Executive	Complete
9. That further work be undertaken to lessen the requirement for seasonal agency staff. This should include annualising hours or ensuring operatives 'multi-task' and are able to share roles and functions. The review asks that a further report be provided exploring options.	Accepted	Work ongoing and to be reviewed by WMB	Damien Wilson, Strategic Director – Regeneration and Environment	Ongoing – with monthly WMB review

10. That the WMB should have regular discussions with in-house trade unions and staff fora to seek their views if there are alternative options to the appointment of agency staff or consultants; particularly in services where there is the possibility of redundancies.	Accepted	Quarterly reports to be discussed with Trade Unions at JCC.	Shokat Lal, Assistant Chief Executive	Ongoing
11. That the WMB should explore the feasibility with other councils and public sector partners of developing an in-house 'bank' system or employment agency to reduce cost and reliance on external agencies.	Accepted	Deferred until later in 2018/19. Scoping and feasibility work to be deferred until later in 2018/19	Shokat Lal, Assistant Chief Executive	Q3 – Q4 2018/19
12. That OSMB convenes a sub-group bi-annually to review the progress of the WMB in meeting the priority measure and the implementation of accepted recommendations.	Accepted	This is a matter for the Overview and Scrutiny Management Board, but the recommendation is supported.	James McLaughlin, Head of Democratic Services	To be determined by OSMB