Date and Time: Wednesday, 29 January 2020 at 11.00 a.m.
Venue: Town Hall, Moorgate Street, Rotherham.
Membership: Councillors Cowles, Cusworth, R. Elliott, Jarvis, Jepson, Keenan, Mallinder, Steele (Chair), Taylor, Tweed, 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 Governance Advisor of their intentions prior to the meeting.

AGENDA

1. Apologies for Absence
   To receive the apologies of any Member who is unable to attend the meeting.

2. Declarations of Interest
   To receive declarations of interest from Members in respect of items listed on the agenda.

3. Questions from Members of the Public and the Press
   To receive questions relating to items of business on the agenda from members of the public or press who are present at the meeting.

4. 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.

5. Council Plan Performance - Quarter 2 (July to September 2019) (Pages 1 - 68)
   Cabinet Portfolio: Corporate Services and Finance (Lead)
   Strategic Directorate: Assistant Chief Executive

6. Budget Consultation 2020-2021 (Pages 69 - 77)
   Cabinet Portfolio: Corporate Services and Finance
   Strategic Directorate: Assistant Chief Executive
7. **Employee Opinion Survey 2019 (Pages 78 - 84)**

   Cabinet Portfolio: Corporate Services and Finance  
   Strategic Directorate: Assistant Chief Executive

8. **Children and Young People’s Services - Update on the High Needs Block (Pages 85 - 95)**

   Cabinet Portfolio: Children’s Services and Neighbourhood Working  
   Strategic Directorate: Children and Young People’s Services

9. **Update on the Strategy to Increase In-House Foster Carers and Related Budget Profile and Targets (Pages 96 - 102)**

   Cabinet Portfolio: Children’s Services and Neighbourhood Working  
   Strategic Directorate: Children and Young People’s Services

10. **Youth Cabinet/Young People’s Issues**

    To receive an update on the activities of the Youth Cabinet and other Young People’s Issues.

11. **Forward Plan of Key Decisions - January to March 2020 (Pages 103 - 110)**

    To review and identify items for pre-decision scrutiny from the Forward Plan of Key Decisions covering the period from January to March 2020.

12. **Call-in Issues**

    To consider any issues referred for call-in from recent Cabinet meetings.

13. **Urgent Business**

    To determine any item which the Chair is of the opinion should be considered as a matter of urgency.

14. **Date and time of next meeting**

    The next meeting of the Overview and Scrutiny Management Board will be held on Wednesday 12 February 2020 at 11.00a.m. at Rotherham Town Hall.

   [Signature]

   SHARON KEMP,  
   Chief Executive
Committee Name and Date of Committee Meeting
Cabinet – 23 December 2019

Report Title
Council Plan Monitoring Quarter 2 (July to September June 2019)

Is this a Key Decision and has it been included on the Forward Plan?
No, but it has been included on the Forward Plan

Strategic Director Approving Submission of the Report
Shokat Lal, Assistant Chief Executive

Report Authors
Simon Dennis, Corporate Risk Manager
01709 822114 or simon.dennis@rotherham.gov.uk

Jackie Mould, Head of Performance, Intelligence and Improvement
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Tanya Palmowski, Performance Officer (Corporate),
01709 822764 or tanya.palmowski@rotherham.gov.uk

Wards Affected
Borough-Wide

Report Summary
The Council Plan is a core document that underpins the Council’s overall vision and sets out the headline priorities, outcomes and measures that will demonstrate its delivery.

The Council Plan for the period 2017-2020 was approved by Elected Members at the Council meeting on 12\textsuperscript{th} July 2017. Refreshed performance measures covering the 2019-2020 financial year were approved by Cabinet on 20\textsuperscript{th} May 2019 and Council on 24\textsuperscript{th} July 2019.

Formal quarterly performance reports are presented in public at Cabinet meetings, with an opportunity for Scrutiny consideration if required. This report is the second report in the 2019-2020 reporting cycle covering Quarter 2 (1\textsuperscript{st} July 2019 to 30\textsuperscript{th} September 2019).
The Quarter 2 Performance Report (Appendix A) provides an analysis of the Council’s current performance against 13 key delivery outcomes and 69 measures.

At the end of Quarter 2, 28 measures (52%) had either met or had exceeded the target set in the Council Plan. This is a slight reduction in performance compared to Quarter 1 where 55% of the measures hit their targets.

The direction of travel is positive for 30 (56%) of the measures calculated in this quarter. This is an improvement compared to the 53% figure for last quarter.

Recommendations

1. That the overall position and direction of travel in relation to the Council Plan performance be noted.

2. That Cabinet discuss measures which are not achieving their targets and the actions required to improve performance, including future performance clinics.

3. That the performance reporting timetable for 2019-2020 be noted.

List of Appendices Included
Appendix A Council Plan performance report and key achievements/activities Quarter 2 (Jul–Sep 2019)
Appendix B Initial Equality Screening Assessment.

Background Papers
Performance Management Framework 2018-20

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Overview and Scrutiny Management Board – 29 January 2020

Council Approval Required
No

Exempt from the Press and Public
No
Council Plan performance report and key achievements/activities Quarter 2 (July – September 2019)

1. Background

1.1 The Council Plan is a core document that underpins the Council’s overall vision. The plan sets out the headline priorities, outcomes and measures that will demonstrate delivery of the vision. The process for monitoring performance is set out in the Council’s Performance Management Framework which explains how robust performance monitoring should be carried out.

1.2 The current Council Plan, which covers the period 2017 to 2020, was approved by Members on 12th July 2017. Refreshed performance measures, covering the 2019-2020 financial year, were approved by Cabinet on 20th May 2019 and Council on 24th July 2019.

1.3 To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports are presented in public at Cabinet meetings, with an opportunity for Scrutiny consideration if required. This is the second quarterly Performance Report for 2019-2020. The last report, covering Quarter 1 of 2019-2020, was reported to the Cabinet meeting on 16th September 2019.

1.4 Service Plans have been produced and are reviewed annually to ensure a ‘golden thread’ runs from the Council Plan through to each service as well as the PDR process. These help to develop a consistent approach across the Council and delivery of these plans are monitored through quarterly meetings of Assistant Directors and Strategic Leadership Team.

2. Key Issues

2.1 The Council Plan includes 69 measures. The measures sit under 13 key delivery outcomes, which form the priority actions under each of the vision priorities:

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

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

2.2 The Quarter 2 Performance Report (Appendix A) sets out how the Council has performed in the second quarter of 2019-2020 (1st July to 30th September 2019) to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2017-2020.
2.3 The report includes a high-level overview of progress and performance scorecards for each of the priority outcomes. The report highlights 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, specific case studies and a timeline of key achievements/activities to demonstrate activity during the quarter.

2.4 The Quarter 2 Performance Scorecard data, which is included within the Performance Report (Appendix A), provides an analysis of the Council’s performance against each of the 69 performance measures and each are given equal priority. 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 is high or low)

- 🔺 Numbers have improved
- ® Numbers are stable
- ▼ Numbers have got worse
- 🟢 Direction of travel not applicable

2.5 At the end of Quarter 2, 28 (52%) measures (where data is available or where targets have been set) had either met or had exceeded the target set in the Council Plan. This is a slight reduction in performance compared to Quarter 1 where 55% of the measures hit their targets, but an increase over the comparable quarter for 2018-2019 where only 45% of measures hit their targets.
2.6 The priority areas with the highest proportion of targets met are Priorities 3 (A strong community in a clean, safe environment) and 4 (Extending opportunity, prosperity and planning for the future) where 66.7% of measures (where data is available or where targets have been set) are marked as on target in each case.

2.7 The direction of travel is positive for 30 (56%) of the measures calculated in this quarter. This is an improvement compared to the 53% figure for last quarter and a slight reduction on the 57% in Quarter 2 2018-2019.

2.8 Performance will continue to be kept under review during the remainder of 2019-2020, and reported publicly, in order to ensure that the Council’s direction of travel remains positive.

2.9 The Council Plan for 2017-2020 focuses on indicators that can be measured monthly or quarterly. To ensure that the plan is managed effectively, formal quarterly performance reports will continue to be presented to Cabinet meetings throughout the financial year, as follows:

- Quarter 3 Performance Report (performance to end December 2019) – 23rd March 2020
- Quarter 4 and Year-end Performance Report (performance to end March 2020) – June/July 2020 (exact date TBC).

3. Options considered and recommended proposal

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

4. Consultation on proposal

4.1 The original Council Plan priorities were developed following a consultation in the summer of 2015 with 1,800 members of the public through the ‘Views from Rotherham’ consultation. This plan was presented to Overview and Scrutiny Management Board on 26th November 2015 and formally considered by members at the Council meeting on 9th December 2015 and approved on 13th July 2016.

4.2 The quarterly reporting template and performance scorecard was developed in consultation with performance officers, the Strategic Leadership Team and Cabinet Members.

4.3 The Council continues to consult with members of the public to ensure that the Council understands what is important to them and the priorities reflect the views of Rotherham residents. Examples include:
• Consultation takes place annually in relation to the Council’s budget. From 26th October 2018 to 30th November 2018, the Council consulted with the public, staff and partners around the directorate savings proposed for the 2019/20 and 2020/21 budget. The Council asked the public to provide feedback on budget proposals via: local media, the Council website and social media. A total of 1,181 people participated in the consultation overall, through online engagement, face-to-face sessions, letters and emails. The majority of the comments were made on social media.
• Annual Rotherham Partnership showcase events are held and attended by approximately 100 partners, to review progress over the past 12 months in delivering the Rotherham Plan 2025, celebrate successes and communicate key milestones for the following year.
• The LGA conduct a Rotherham Resident Survey on a six monthly basis to find out what residents think about the Council and the Borough in general.

5. Timetable and Accountability for Implementing this Decision

5.1 This is the second quarterly Performance Report relating to the Council Plan’s refreshed indicators for the 2019-2020 financial year. Paragraph 2.8 sets out an outline forward programme of further quarterly performance over the next year.

6. Financial and Procurement Advice and Implications

6.1 The Council Plan is designed to help steer the use of Council finances, balanced against the wider funding backdrop for the Council and the broader context of national local government finance and policy.

6.2 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.

6.3 Whilst there are no direct procurement implications as a result of this report, any identified need 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 Financial and Procurement Procedure Rules and the UK Public Contract Regulations 2015 as well as other relevant EU/UK legislation governing procurement practice.

6.4 The Council Plan Performance Report includes information regarding the Council’s financial position, however further work is required to link the budgets to the Council Plan priorities and align the performance and financial reporting timelines.
7. **Legal Advice and Implications**

7.1 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.

7.2 An effective and embedded Council Plan is also a key part of the Council’s ongoing improvement journey.

8. **Human Resources Advice and Implications**

8.1 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). Continued application 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.

9. **Implications for Children and Young People and Vulnerable Adults**

9.1 The Council Plan has a core focus on the needs of children and young people and vulnerable adults and this is embedded in the Council Plan under Priority 1, “Every child making the best start in life”.

10. **Equalities and Human Rights Advice and Implications**

10.1 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.

10.2 A new corporate Equalities and Diversity Policy was adopted by Council on 13th July 2016. This reinforced the duties of the Council in delivering the aims and ambitions of the Council Plan for 2017-2020, and supporting service business planning processes. Specific performance measures relating to equalities are now included in the 2019-2020 iteration of the Council Plan under Priority 5.

11. **Implications for Partners**

11.1 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.
12. Risks and Mitigation

12.1 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. Within the Scorecard data tables, 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 Service Risk Registers.

12.2 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.

13. Accountable Officers
Sharon Kemp, Chief Executive
Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of Statutory Officers:-

<table>
<thead>
<tr>
<th>Named Officer</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive</td>
<td>Sharon Kemp</td>
</tr>
<tr>
<td>Strategic Director of Finance &amp; Customer Services (S.151 Officer)</td>
<td>Judith Badger</td>
</tr>
<tr>
<td>Head of Legal Services (Monitoring Officer)</td>
<td>Bal Nahal</td>
</tr>
</tbody>
</table>

Report authors: Simon Dennis, Corporate Risk Manager
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Jackie Mould, Head of Performance, Intelligence & Improvement
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This report is published on the Council’s website.
COUNCIL PLAN 2017–20

Performance report and key achievements/activities

Period: Quarter 2 (July – September 2019)

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

A modern, efficient Council
EXECUTIVE SUMMARY

About this report

This report sets out how the Council has performed in the second quarter of 2019/20 to deliver the vision and priorities for Rotherham as set out in the Council Plan. 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 69 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 September 2019
(where data is available or where targets have been set)

(The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable. These are measures where no target has been set, however good performance (high or low) is still applicable).

There are a number of measures rated as ‘measure information not yet available’ due to these being annual, termly or six 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 that progress is being made.
Performance status broken down by priority

Corporate Priority 1
Every child making the best start in life

Corporate Priority 2
Every adult secure, responsible and empowered

Corporate Priority 3
A strong community in a clean safe environment

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

Corporate Priority 5
A modern, efficient Council
FINANCE UPDATE

As at the end of September 2019, the Council reported a forecast overspend of £4.3m. There continues to be significant cost and services pressures for both Children’s and Adult social care.

There is a forecast overspend of £4.9m against budget within Children and Young People’s Services Directorate largely due to placements being above profile.

Adult Care Directorate is forecasting an overspend of £2.0m, largely as a result of demand for services. People are presenting with increasingly complex needs and the average number of hours for a domiciliary care package is increasing.

Regeneration and Environment is projected a forecast overspend of £1.5m compared to a balanced position reported in June 2019. This is due to a combination of slippage in the delivery of previously agreed savings, demand pressures and under-achievement of income budgets.

The overspends are offset by an underspend of £4.1m from the Central Services budgets, largely as a result of savings from treasury management activity.

Further management actions are being identified to ensure the Council achieves a balanced budget, thereby avoiding the need to call on reserves.
**Priority 1:** Every child making the best start in life

**Performance headlines**

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

![Diagram showing target status and direction of travel](image)

**Areas performing well or improving**

(measures which are on track and direction of travel is improving)

- **Children’s Social Care Improvements**
  - (1.A1) Children in Need rate (rate per 10K population under 18)
    - 296.8 children against a target of 375.5 (lower is better).
- **Exclusions**
  - (1.B4(a)) The number of permanent exclusions in secondary schools
    - 13 children cumulative against a target of 38 (lower is better).
- **Immunisations**
  - (1.C1) Smoking status at time of delivery (women smoking during pregnancy)
    - 16.4% against a target of 18% (lower is better).
- **Immunisations**
  - (1.C2) Childhood immunisation % of eligible children who received 3 doses of DTaP / IPV / Hib vaccine at any time by their 2nd birthday
    - 97.6% of children against a target of 95% (higher is better).

**Note:** The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable. These are measures where no target has been set, however good performance (high or low) is still applicable.
Areas for improvement

(measures which are off track and direction of travel is worsening)

(1.A4) The proportion of families who rate the Early Help service as Good or Excellent 84.3% during Quarter 2 (90.5% cumulative) against a target of 95% (higher is better).

Survey feedback will be passed back to locality managers to share with their teams and to learn and make improvements whenever necessary and other ways will be developed to encourage families to provide feedback.

(1.A8) The proportion of looked after children placed within a Family Based setting 77.9% against a target of 85% (higher is better).

The numbers of children in a family-based setting has remained fairly consistent but remains below target. Further actions include developing a residential step-down provision with the Rotherham Therapeutic Team and implementing the revised Foster Care Allowance Scheme.

(1.B4 (b) The number of permanent exclusions in primary schools 8 children cumulative in past six months against a target of 8 in an academic year (lower is better).

The Primary Outreach Team Offer will be established and the process embedded over the coming period. In addition, the Education Other Than At School (EOTAS) Exclusions Team will be reconfigured.

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

Lead accountability

Sally Hodges, Interim Strategic Director Children and Young People’s Services

Where are we now?

The Demand Management Strategy is beginning to have a significant impact on the reduction in numbers of looked after children (LAC), children in need (CiN) and children subject to a Child Protection Plan (CPP). By the end of September 2019 the LAC cohort had reduced to 624, down from 653 only 12 months previous. The Right Child Right Care project has had a significant contributory factor in the current success with 271 children being discharged from care over the course of the past 12 months. This performance places the Council as the best performing local authority in the Yorkshire and Humber region in respect of its permanence planning. As anticipated in Quarter 1 projections, CPP figures are beginning to slowly reduce and stabilise. In the last twelve months the overall population has fallen by 100 children (494) at the time of writing. In addition, the demand management work has also undoubtedly supported a reduction in the children in need population (down by 28 children).

The child protection service is currently promoting and driving practice to increase problem solving by families. This is being done through a range of services which include family group conferencing, multi systemic therapy (MST), and particularly through the use of family network meetings. The current drive is helping to prevent concerns from escalating and will over time inevitably divert some children/young people away from more formal child protection procedures. Understanding the family network right from

Priority 1: Every child making the best start in life
the start is also helping the service respond appropriately when a family is in crisis as the contingency plans are better developed and understood.

Service managers have operational oversight on cases that might be susceptible to drift and provide added value and assurances that children and their families are receiving appropriate and timely interventions. ‘Signs of Safety’ as a practice methodology is evidently becoming well embedded in practice with most cases having a clear defined danger statement and safety goals. Children and Young People’s Services will continue to embed ‘Signs of Safety’ as a strengths based model internally and with partners and it’s expected this will support a further safe reduction in the number of children needing to become subject to child protection planning.

Social Workers are increasingly making good use of the public law outline (PLO) ensuring applications are only made to court after all safe and appropriate alternatives have been explored. The PLO plans are used to manage risk; evidence from 2018/19 would suggest that it has also been successful in preventing the need to escalate concerns to court e.g. 2018/19 saw 44% of cases end with a decision not to issue public law care proceedings. Where children do need to come into care, this is typically on a planned basis through endorsement via the PLO panel.

As a result of the revised Foster Care Allowance Scheme and the relaunched Pathways to Care Policy a number of carers have given firm commitment to increasing the number of children they are approved to care for (prospective increase in 12 placements). At present there are 15 assessments ongoing, 4 of which are via the Muslim Foster Carer Project with 4 more likely to be allocated for assessment. The partnership with Brightsparks is also beginning to have an impact with 8 enquiries and 6 information visits undertaken in less than 2 weeks of the new web-site being launched.

The number of children in a family based setting has remained consistent. Market management work will continue to support an increase in the proportion of children living in family based settings through the recruitment of in-house foster carers, and work to enable step-down from residential care to a family based setting wherever possible and appropriate.

The Intensive Intervention Programme (IIP) implemented by the Rotherham Therapeutic Team is one of the underlying reasons for the improved performance in respect of children with 3 or more disrupted placements. From a position of 14.7% (92 children) of children experiencing such disruptions at the start of 2019 (January 2019) by the end of September this had reduced to 11.6% (72 children) and this performance has remained below 12.5% for the past 5 months.

This steady reduction in the number of young people currently assessed as medium/ high risk of CSE reflects the positive closure of some young people to the EVOLVE Team due to risk reduction work having been completed. Overall quality assurance through the pathway of involvement around CSE demonstrates that there is good understanding around CSE and the best to support young people and mitigate risks around them.

During Quarter 2, 84.3% of families completing the Early Help Exit Survey rated the intervention that they received as ‘good or excellent’. Although this is lower than Quarter 1 (97.7%) the year to date performance is still at 91% against the target of 95%. The exit surveys in Early Help are anonymous and individuals can’t be contacted to discuss feedback. However, the information is passed on to the service for locality managers to share with their teams and to learn and make improvements wherever necessary. In addition to exit surveys other ways to encourage families to provide feedback about their experience with Early Help are being developed, including a set of questions for workers to discuss with families upon case closure.

Priority 1: Every child making the best start in life
Next steps:

- A programme of work over the next six months will be undertaken with colleagues in Early Help looking at and testing the interface between Section 17 (S.17) and early help (step up / step down). This work is being led by the respective Heads of Service in Locality and Early Help and will conclude in January 2020 with a summary report of its findings.

- To strengthen practice, colleagues from the learning and development team will be undertaking bespoke ‘Signs of Safety’ work with the children’s disability team over the next 3 months. As well as the Public Law Outline (PLO) Development Group implementing ‘Signs of Safety’ with a new suite of documents will go ‘live’ in Quarter 3, including training and coaching style workshops to support implementation.

- Launch the partnership Child Exploitation Pathway during Quarter 3, including a revised Child Exploitation toolkit and assessment.

Risks and Issues

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
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<tbody>
<tr>
<td>Current trend of reducing numbers of LAC may increase due to a variety of reasons, including ongoing police operations or a number of large sibling groups being admitted to care.</td>
<td>Senior management oversight of children being admitted to care will continue via the Public Law Outline (PLO) Panel, considering all admissions to care to ensure all alternative care options have been fully considered. Whilst it is impossible to predict the numbers of admissions to care the Right Child Right Care (RCRC) (phase 2) project is contributing to the reduction of children in care.</td>
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<tr>
<td>Increasing demographic of existing foster carers presents some risk to effective retention.</td>
<td>More effective and efficient foster carer marketing and recruitment to more than replace those foster carers who retire due to demographic reasons.</td>
</tr>
<tr>
<td>A lack of workforce stability across the service.</td>
<td>A competitive edge needs to be maintained with appropriate support and remuneration.</td>
</tr>
<tr>
<td>A further reduction in Child Sexual Exploitation (CSE) cases could flag a concern that the operating guidance updates were not well understood.</td>
<td>Launch of the partnership Child Exploitation pathway including a revised Child Exploitation toolkit and assessment. With the imminent sign off the broader Child Exploitation pathway, this will bring a renewed focus and offer an opportunity to ensure all practitioners have a refresh in learning around both CSE and Child Criminal Exploitation (CCE). There is also good information sharing arrangements across the partnership with weekly intelligence meetings which focuses on risks of CSE and CCE so as to ensure work is completed early to reduce risks.</td>
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**Outcome B: Children and Young people are supported to reach their potential**

**Lead accountability**

**Sally Hodges**, Interim Strategic Director Children and Young People’s Services

**Where are we now?**

At the end of Key Stage 2 (KS2), the provisional local authority average for the percentage of pupils meeting the expected standard in reading, writing and mathematics combined has declined by 2.8% to 59.2% in 2019 compared to the provisional national average improvement of 1% to 65%. The local authority average is 5.8% below the national average. The end of KS2 validated data is published in December 2019 and the end of Key Stage 4 (KS4) validated data is published in January 2020. Attainment in KS2 reading shows the widest gap to the national average at 6.9%, this continues to be a key priority and a focus of many of the Continuing Professional Development (CPD) and school improvement activities available to schools through the traded service offer, including a range of CPD opportunities for Rotherham schools in phonics, reading, writing and mathematics.

The KS4 average Attainment 8 score per pupil has increased by 1 point to 44.3. The provisional national average is 46.6. (state-funded i.e. local authority maintained schools, academies and free schools) and remained at 44.5 (all schools including the independent sector). The local authority average is 2.3 points below the national average (state-funded schools) and 0.2 points below the national average (all schools). Two lead practitioners for English and mathematics have been appointed to support the improvement of English and mathematics in secondary schools.

The year to date figure for the number of permanent exclusions in secondary schools (7) shows a reduction when compared to Quarter 2 in 2018 (13 permanent exclusions). While the number of permanent exclusions in primary schools has increased (3) compared to the same period in 2018 (0 permanent exclusions). The Primary Pupil Management Groups have lost some momentum in offering peer support. There are a small number of very young (Foundation Stage and Key Stage 1) pupils in school with complex social, emotional & mental health (SEMH) needs. The work to progress the Primary Outreach Team is on target and it is now operational; supporting and advising schools that have pupils at risk of permanent exclusion. However, time will be needed for the team to have impact and processes to be fully embedded.

As a result of mainstream schools facing a broader and more complex range of young people with SEMH needs a new SEMH Outreach Team (managed by Aspire) has been put in place and is now operational. Primary SEMH partnerships have also been re-developed and new processes and procedures introduced.

Compliance in relation to the 20 week timescale for completing Education and Health Care Plans (EHCPs) has shown a month on month improvement and currently stands at 80% compliance (October 2019). Some decline was evident over the summer, impacted by school closures and associated difficulties in gaining information and completing co-production meetings with families. A higher than average submission rate in May/June 2019 also affected capacity within the service. Defined working groups have now been put in place within the service, having clear case allocations by locality and schools (secondary and special), and this is supporting clearer compliance and caseload management. Teams monitor cases individually and assess timescales on a weekly basis with support from the overseeing senior officer. Performance is monitored monthly for each individual through supervision sessions. Slippage around timescales is now improving and compliance continues to increase as we move into the new academic year.

**Priority 1: Every child making the best start in life**
The Quarter 2 NEET figures will not be available until the end of October due to the extended Nation Client Caseload Information System (NCCIS) return deadline. The local combined NEET and Not Known target for the end of Quarter 2 is 17.5%. The Department for Education (DfE) does not monitor ‘NEET/Not knowns’ between July and September and services are advised not to benchmark their performance against others during this period. Work is continuing on the collection of September enrolment data from Post 16 providers alongside the collection of September Offer data to ensure that, where possible, those not engaging have a planned goal for the new academic year, whilst addressing/reducing potential drop out from those currently participating.

Next steps:
- The lead practitioners for English and mathematics are to work with secondary schools in the autumn term 2019
- The project for KS2 and KS3 pupils to improve writing skills, particularly for the most disadvantaged pupils, will continue in the 2019/20 school year with a further three days training for school leaders led by the National Literacy Trust (NLT) trainers to monitor implementation in schools and provide CPD. The impact of the project will then be evaluated in July 2020
- Rotherham Education Strategic Partnership (RESP) have identified KS4 as a key area priority for improvement and have agreed that leadership and management will form a key part of the RESP strategic plan for 2019/20
- To address this new leads for English and mathematics have been jointly appointed by the Council and academies from across Rotherham and have established an action plan aimed at improving the levels of progress and outcomes for Rotherham young people
- Establishment of the Primary Outreach Team offer September 2019
- Reconfiguring and establishing an Exclusions Team through a restructure in Quarter 3
- Continued staff training around the new EHCP format. Weekly ‘drop ins’ are provided each week to support staff around IT/format issues and use of the new plan.

Risks and Issues

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are a number of academies / multi-academy trusts within Rotherham</td>
<td>The local authority continues to endeavour to maintain or re-establish positive links and effective communication with all of Rotherham’s educational providers. The Head of Education offers the opportunity for Chief Executive Officer’s, Executive Head Teachers of schools / academies to meet during the Autumn term to provide the opportunity to discuss their schools and the range of school improvement services available. Unfortunately some multi-academy trusts decline the offer of this meeting each year. Termly meetings are arranged with the Assistant Director of Education and the Head of Education with the Regional Schools Commissioners office (RSC). This offers the opportunity to discuss academies / multi-academy trusts in Rotherham and raise any concerns.</td>
</tr>
<tr>
<td>who work in partnership with the Rotherham Schools Improvement Service</td>
<td>(RoSIS) while some have made the decision to work with schools within their own trust and don’t engage with the local authority or beyond. RoSIS continues to encourage all schools to work with the service and engage in best practice and is committed to retaining positive links and communication with all of Rotherham’s educational providers whatever their status.</td>
</tr>
</tbody>
</table>
### Risks and Issues (Continued)

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restructure of Education other than at School (EOTAS) Exclusion Team leads to staff seeking employment elsewhere, leaving the local authority without experienced officers to address the local authority statutory duties in regard to exclusion.</td>
<td>Seek Human Resources support regarding consultation and recruitment. Arrange temporary redeployment of staff to address shortfall in administrative support.</td>
</tr>
<tr>
<td>Brexit may delay schools from embedding recommendations from the Timpson report as it is not a political priority to embed these.</td>
<td>Local policy to start to adopt policies and procedures through Rotherham Education Strategic Partnership (RESP).</td>
</tr>
<tr>
<td>Annual reviews of Education Health Care Plan’s (EHCP’s) received by the Local Authority are not currently considered within the statutory timescales. A backlog of historic reviews exists currently.</td>
<td>Continued work to monitor annual reviews received into the service. Increased staffing capacity within the team as of Sept 2019. Clearer work allocation patterns within working groups and monitoring of completion rates. Review of processes around receipt of annual review paperwork and communication of local authority decision in relation to this within timescales.</td>
</tr>
<tr>
<td>Quality of EHC plans in line with guidelines laid down in the Special Educational Needs (SEN) code of practice.</td>
<td>Monthly audit process with multi agency partners including parents as of autumn 2019. Feedback reports to be used within team to provide planned and targeted support for practice development. Implementation of quality assurance processes within the team through individual and group monitoring. This will include the monthly monitoring of a sample plan with each officer to look at quality assurance indicators with a supervising senior officer and inform next steps for targeted development. Whole team training planned in relation to writing outcomes, legal compliance as per SEN Code of Practice 2014 and effective identification of needs/provision using advice in plans. Further development of young people/family voice into development of plans through participation in VOICES project, joint work with the Education Psychologist Service (EPS) around effective meetings with families and partnership working with Rotherham Parent Carers Forum to strengthen relationships and gather feedback.</td>
</tr>
</tbody>
</table>
Outcome C: Children, young people and families are enabled to live healthier lives

Lead accountability
Terri Roche, Director Public Health

Where are we now?

Smoking Status at Time of Delivery

Public Health 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.

An action plan continues to be overseen by the multiagency smoking cessation subgroup as part of the Maternity Transformation Place Plan. This included the recruitment of an additional quit smoking in pregnancy midwife, who has been in post since April. The Quit Smoking team has an increased presence at the Greenoaks on site at Rotherham Foundation NHS Trust and further additional resources have been resourced, such as model placentas which show the effect of smoking. Improving expertise in working with vulnerable groups has seen some success with the Roma community. The Rotherham NHS Foundation Trust Quit Smoking in Pregnancy Service is performance managed using a Key Performance Indicator.

In addition, the South Yorkshire and Bassetlaw Integrated Care System QUIT programme for patients at Rotherham Foundation NHS Trust, will help support the SATOD work, even though pregnant women are not part of the initiative. As part of this programme the Trust is working towards becoming a truly smoke-free site and culture is changing towards treating smoking, rather than seeing smoking as a lifestyle choice.

Data

The percentage of women in Rotherham smoking at time of delivery decreased from 20.2% to 16.4% between Quarter 1 and Quarter 2 2019/20 (lower is better) and is below the target of 18%. Therefore, overall status is RAG-rated green and direction of travel is improving.

It should be noted that the SATOD rate is measured at delivery therefore it can take up to 9 months to register the impact of the additional midwife who has supported a woman to quit smoking early in her pregnancy.

Childhood Immunisation – DTaP/IPV/Hib (2 years)

No data is available yet for Quarter 2 2019/20, therefore the latest data is for Quarter 1. Data increased from 97.1% to 97.6% between Quarter 4 2018/19 and Quarter 1 2019/20 and is well above the target level of 95% (the level set nationally to ensure control of vaccine preventable diseases). However, although the overall Rotherham level is green, there are a few pockets of low uptake in the borough. NHS England is working with GP practices in Rotherham which have a low uptake in their area (generally the more deprived practices) to ensure equity of access across the population.

Priority 1: Every child making the best start in life
Next steps:

- To implement actions identified as part of a recent assessment process, including improving the promotion of key messages about smoking harms and quitting support to pregnant women.
- For good practice learned through the smoking in pregnancy team to support implementation of the wider QUIT programme, especially in respect to culture change around ‘treatment’ of tobacco dependence.

Risks and Issues

<table>
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</thead>
<tbody>
<tr>
<td>1.C1 Achievement has fluctuated over the period of the corporate plan, but given current additional work and resource supporting midwifery smoking cessation work it is hoped to achieve target level or below and, over time, reduce the gap with England average. The aim is to provide evidence of the effectiveness of an additional midwife, and for the post to potentially become permanent. However, adult smoking prevalence in the general population has increased recently (from 16.2% in 2017 to 18.9% in 2018) and in routine and manual workers (from 22.8% to 29.9%) and this may impact on women smoking during pregnancy.</td>
<td>The Service continues to be performance managed.</td>
</tr>
<tr>
<td>Rotherham 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.</td>
<td>South Yorkshire and Bassetlaw Integrated Care System – Local Maternity System (LMS) and sub-group are working to decrease the smoking in pregnancy figures. Wider tobacco control work is on-going which will promote a reduction in general population smoking prevalence and contribute to reducing Smoking Status at Time of Delivery (SATOD), such as supporting the hospital to implement the South Yorkshire QUIT programme.</td>
</tr>
</tbody>
</table>
### Corporate Priority 1 – Every child making the best start in life

**Key**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Progressing above or in line with target set</th>
<th>Measure progress has been stabilised but not fully meeting target set</th>
<th>Measure not yet implemented or at an early stage of implementation</th>
<th>Measure has not progressed in accordance with target set</th>
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<td>1.1</td>
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<td>1.14</td>
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<td>1.15</td>
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<td>1.16</td>
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<td>1.17</td>
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<td>1.18</td>
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</table>

#### Ref No. Measure

1.1 A Children's Social Care: Families are working with the Child Sexual Exploitation (CSE) Team to ensure that identified children and young people with a medium to high risk of CSE (CSE cohort) are supported.

1.2 Early Help: Supporting Children, young people and families to have the right help and support.

1.3 Children in Need rate (rate per 10k population under 18)

1.4 The proportion of families who rate the Early Help service as Good or Better.

1.5 The number of children subject to a Child Protection Plan (CP plan) (rate per 10k population under 18).

1.6 The number of Looked After Children (rate per 10k population under 18).

1.7 The proportion of Looked After Children (LAC) who have had 3 or more placements (rolling 12 months).

1.8 The proportion of Children in Need (CiN) cases open (1690); plan each month has been steadily reducing since mid 2018.

1.9 The proportion of children subject to repeat child protection plans within 24 months.

1.10 Child Sexual Exploitation: an increased awareness of CSE and a reduction in number.

1.11 Foster Carers: an increase in proportion of foster carers looked after in family-based settings.

1.12 Fostering: an increase in the proportion of children placed in family based settings.

1.13 Foster Care Recruitment: an increase in the proportion of children placed in family based settings.

1.14 Placements – Improve Choice of Care for looked after children.

1.15 Children in Foster Care: rates per 10k population under 18.

1.16 Foster Carers: an increase in proportion of fostering placements in family based settings.

1.17 Early Help: an increase in the proportion of children placed in family based settings.

1.18 Early Help: an increase in the proportion of children placed in family based settings.

#### Ref No. Measure

- **A Children's Social Care**
  - Families are working with the Child Sexual Exploitation (CSE) Team to ensure that identified children and young people with a medium to high risk of CSE (CSE cohort) are supported.

- **Early Help**
  - Supporting Children, young people and families to have the right help and support.

- **Children in Need rate**
  - (rate per 10k population under 18)

- **The proportion of families who rate the Early Help service**
  - As Good or Better

- **The number of children subject to a Child Protection Plan (CP plan)**
  - (rate per 10k population under 18)

- **The number of Looked After Children**
  - (rate per 10k population under 18)

- **The proportion of Looked After Children (LAC) who have had 3 or more placements**
  - (rolling 12 months)

- **The number of Children in Need (CiN) cases open**
  - (1690); plan each month has been steadily reducing since mid 2018.

- **The proportion of children subject to repeat child protection plans**
  - Within 24 months.

- **Child Sexual Exploitation**
  - An increased awareness of CSE and a reduction in number.

- **Foster Carers**
  - An increase in proportion of foster carers looked after in family-based settings.

- **Fostering**
  - An increase in the proportion of children placed in family-based settings.

- **Foster Care Recruitment**
  - An increase in the proportion of children placed in family-based settings.

- **Placements – Improve Choice of Care for looked after children.**

- **Children in Foster Care**
  - Rates per 10k population under 18.

- **Foster Carers**
  - An increase in proportion of fostering placements in family-based settings.

- **Early Help**
  - An increase in the proportion of children placed in family-based settings.

- **Early Help**
  - An increase in the proportion of children placed in family-based settings.

#### Data sources (where measures not yet programmed in association with the target set provide details of what is being done to improve performance)

<table>
<thead>
<tr>
<th>Measure</th>
<th>Data source</th>
<th>Year end</th>
<th>Frequency</th>
<th>Outcome</th>
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<tr>
<td>1.1</td>
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<td>2015/16</td>
<td>Monthly</td>
<td>97.2%</td>
</tr>
<tr>
<td>1.2</td>
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<td>Monthly</td>
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<td>1.3</td>
<td>CYPS low</td>
<td>2017/18</td>
<td>Monthly</td>
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<tr>
<td>1.4</td>
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<td>2018/19</td>
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<td>2020/21</td>
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<td>1.6</td>
<td>CYPS low</td>
<td>2021/22</td>
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</tr>
<tr>
<td>1.7</td>
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<td>2022/23</td>
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<tr>
<td>1.9</td>
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<td>1.12</td>
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<tr>
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<td>1.16</td>
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<td>Monthly</td>
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<td>1.17</td>
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<td>2032/33</td>
<td>Monthly</td>
<td>94.3%</td>
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<tr>
<td>1.18</td>
<td>CYPS low</td>
<td>2033/34</td>
<td>Monthly</td>
<td>96.3%</td>
</tr>
</tbody>
</table>

#### Year end 2015/16

- **Cybes low**
  - 97.2%

- **Cybes high**
  - 91.0%

- **Cybes Not applicable**
  - 13.0%

#### Year end 2016/17

- **Cybes low**
  - 96.3%

- **Cybes high**
  - 81.0%

- **Cybes Not applicable**
  - 12.7%

#### Year end 2017/18

- **Cybes low**
  - 97.2%

- **Cybes high**
  - 82.3%

- **Cybes Not applicable**
  - 13.4%

#### Year end 2018/19

- **Cybes low**
  - 92.5%

- **Cybes high**
  - 78.1%

- **Cybes Not applicable**
  - 13.8%
The proportion of pupils meeting the expected standard in reading, writing and numeracy combined at the end of Key Stage 2 is 90%. The full year figure for 2018/19 was 96.6% also above the target level of 95% to ensure control of vaccine preventable diseases. Data increased for the latest quarter available (Q1 2019/20) from 95.9% (Provisional) to 96.7% (higher is better) and is above the target level of 95%.

The provisional average is 88.2% for pupil progress measures (cumulative Q3). This is above the previous year's average of 87.8% and is consistent with previous years. The average improvement is 1% for children in mainstream schools; 0.6% for children in special schools, and 3.3% at the LA level including the independent sector. The LA average, of 88.2% falls below the national average (91.5%) and 6 points below the average of SEMH special schools. The full year figure for 2018/19 was 96.8% also above the national average for the target level of 95%.

The proportion of children excluded permanently from school (PSE) is 3.3% and is below the national average of 4.9%. This is the second lowest figure for the last five years and below the target level of 4%.

The number of permanent exclusions in secondary schools is 19. This is below the national average of 25. The full year figure for 2018/19 was 20.2% also below the target level of 20%.

The number of permanent exclusions in primary schools is 7. This is below the national average of 9. The full year figure for 2018/19 was 9.8% also below the target level of 10%.

The proportion of 16-17 year olds Not in Education, Employment or Training (NEET) is 5.8% and is below the national average of 7.3%. This is the lowest figure for this year and below the target level of 7%.

Annual percentage change in unemployment rates for the 16-24 age group is 0.06% and is below the national average of 0.11%.

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PRIORITY 2: Every adult secure, responsible and empowered

Performance headlines
The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

Areas performing well or improving
(measures which are on track and direction of travel is improving)

(2.84) Number of carers assessments
300 against a cumulative target of 567
(higher is better).
Areas for improvement
(measures which are off track and direction of travel is worsening)

(2.88) All age total number of people supported in residential/nursing care for adults.
946 against a target of 900
(lower is better).
The service is monitoring admissions monthly via the Wellbeing Forum. A performance clinic has taken place and an action plan developed to help identify longer term alternatives to residential care. Ongoing monitoring of the action plan is taking place.

Outcome A: Adults are enabled to live healthier lives

Lead accountability
Terri Roche, Director Public Health

Where are we now?
The Public Health Outcome Framework indicator (ref 2.15i) ‘successful completion of drug treatment (opiate users)’ gives the number of users of opiates that left drug treatment successfully (free of drug(s) of dependence), who do not then re-present to treatment again within 6 months, as a percentage of the total number of opiate users in treatment. Change Grow Live Rotherham (CGL), the Council’s local drugs and alcohol service provider did not achieve their first-year target of 1.5% uplift on 4.3% baseline from April 2018 (service provider initiation).

However, there are early indications that the remedial action plan that has been in place for 12 months to identify clients who are ready to leave treatment and targeted recovery work is now starting to impact. CGL’s input to the national data system (NDTMS) is indicating successful completions (albeit without full re-presentation lag period accounted for) at 6.2% for September 2019 which is higher than the national average of 6.1%, which indicates a good proportion of clients are leaving successfully.

Public Health England (PHE) national averages for re-presentation are at 15.6%. However, in contrast to this Rotherham has reduced their re-presentations from 4% in July to 0% in September 2019. This suggests that clients are being appropriately discharged successfully and are much less likely to re-present than nationally.

The combination of good successful completions and low re-presentations suggests that more clients are leaving with treatment completed (i.e. not dropped out) and fewer are returning within the 6-month time period than previously. The regional NDTMS data team, part of PHE has confirmed that improvement is being seen but will take time to come through into the published figures due to the reporting time-lag.

Priority 2: Every adult secure, empowered and responsible
There is now confidence that the increase in successful completions, to above the national average, alongside the reduction in re-presentations, to below the national average, shows that more people in Rotherham are achieving sustained recovery.

**Next steps:**
- The Council’s drugs and commissioning lead will continue to work closely with the provider team at CGL to monitor performance and balance this with quality to ensure that when performance is improved this is not at the expense of the agreed quality indicators.

**Risks and Issues**

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGL are expecting a follow up CQC visit which may take the focus temporarily from the performance.</td>
<td>The CQC action plan is almost complete with the remaining identified improvement work on the building planned to be finished by mid-November 2019.</td>
</tr>
</tbody>
</table>

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

**Lead accountability**

Anne Marie Lubanski, Strategic Director Adult Social Care and Housing

**Where are we now?**

The new Adult Social Care (ASC) Pathway preparations are in place and new models of working and structures will start on a phased basis from 21st October 2019. This will also include the further roll-out of the staff training and development coaching programme.

During Quarter 2, there has been a mixture of improving and declining performance across the seven reportable measures, resulting in two measures now being rated as ‘off target’. The service has been alerted to this and has taken several positive steps. This has included undertaking deep dive exercises and performance clinics, which will be ongoing in order to provide assurance that performance through to year-end will be maximised, in order to achieve targets or mitigate risks where targets can’t be fully achieved.

Current assessments for projected year-end performance for each measure are provided below:

The proportion of people, subject to a safeguarding enquiry, who felt their personal outcomes were met during Quarter 2 improved to 96.2% (125 of 130) compared to 96.0% in Quarter 1. The long-term trend has seen an improvement from 72% in 2015/16 to a sustained level of improvement of over 90% for the last two years. In two of the three months in Quarter 2 performance for ‘outcomes met’ achieved 100%. Although improved, the current target of 98% is challenging and probably not going to be met, as it would require an almost 100% return of people’s outcomes being met through to year-end. The in year to date numbers of people feeling their outcomes were not met increased in Quarter 2 but at a slower rate from 3 to 5. Variations in performance can be due to low numbers and where people’s preferred outcomes e.g. prosecutions were not achievable. Management actions to review the 5 ‘not met’ cases are underway to quality assure recording and identify any learning which can be applied in the future.

**Priority 2: Every adult secure, empowered and responsible**
Enabling people to self-serve or be signposted to universal services is a priority for Adult Social Care and various actions are being taken to ensure that appropriate information and advice is provided at first point of contact; examples include making use of assistive technologies such as the ‘Alcove project’ which uses devices like ‘Alexa’ to improve safety and wellbeing in a person’s own home without the need for formal services. During Quarter 2 38.3% (a fall from 39.3% in Quarter 1) of people were provided with information and advice at the first point of contact, against a target of 40%. As part of the new Adult Social Care Pathway roll-out from late October 2019, people who present to the Council’s contact centre are set to be supported by the new models of working and this may result in a lower numbers of people contacting adult social care, as their needs have already been met by the Council’s preventative offer. Work to ensure true outcomes are captured and reflected is being undertaken with front line managers operating the existing Single Point of Access and the new contact centre model. New performance measures may need to be developed to demonstrate the impacts of the Council’s new preventative offer.

Carer’s assessment numbers have remained on target during Quarter 2 reporting a mid-year 300 to date, this rate is projected to be maintained through to March 2020 (i.e. 600 by year-end) and the 567 target should be surpassed. In addition, it is anticipated that there will be further improvements as a result of the new carers offer, linked to the new Adult Social Care Pathway.

The proportion of adults receiving long term community support via a direct payment continues to perform above 2018/19 levels and the Quarter 2 activity is broadly steady at 23.3% and is assessed as ‘progress is satisfactory but is not yet fully achieving target set’. This is slightly below the 23.5% of Quarter 1 but is still 2% higher than the same period last year. The service projects that the target is still achievable, as those reviewed take up the direct payment option, reducing the numbers currently supported by commissioned services. This reflects sustained changes in practice, reductions in the use of managed direct payments and continues to promote people to have more choice and control.

Work has been taking place to modernise the reablement service and early feedback from the ‘pilot’ working in the north of the borough has been positive, with people achieving their outcomes and receiving a more personalised and less task and time-based service. A more responsive service has also led to improved independence and earlier identification of where enabling is not the best solution. The service’s modernisation will support the new Adult Social Care Pathway and maximise independence for people and in turn reduce the reliance on social care support. Performance in relation to the proportion of new people who receive the short term reablement (enablement) service with an outcome of no further requests has reduced to 89.8% in Quarter 2 compared to 91.2% in Quarter 1, (against a target of 90%), however, some of this could be due to the changing cohort accessing the service as the default offer from Adult Social Care.

The short term reablement (enablement) cohort is expected to see higher volumes of numbers offered the service in 2019/20 and more complex people being supported, who may require some level of long-term community support (but generally at a reduced level. Whilst this reduces the service’s historical extremely high level of performance, it is becoming more aligned to levels achieved by Council’s that have a more mature reablement offer in place. The current 2017/18 benchmarking data shows a wide variance across Councils, with a national average of almost 78% but also a regional average of around 72%. A reduction from a Rotherham high of 93.5% was expected this year, but it may be that, that acceleration is a little quicker than anticipated when the 90% target was set. Updated 2018/19 benchmarking, released in later October 2018/19, will allow for reflection on realistic levels of performance.
To optimise independence and support people in their community, rather than in a 24 hour care setting, during Quarter 1 there was a focus on reviewing short term residential and nursing placements. This led to an increase in the number of permanent admissions, when previously these would have been reviewed over the year. Despite the increase, Quarter 1 performance demonstrated satisfactory progress towards the annual target. However, the 73 new admissions in Quarter 2 brings the year to date total to 154, which is higher than the expected Quarter 2 milestone rate of 145 and means the measure is now rated off target. Although off target, the ‘gap’ has positively narrowed and provides a continued improving trend quarter on quarter (as 73 new admissions, is better than Quarter 1 and the Quarter 4 period which reported 81 and 103 admissions respectively).

Performance clinic actions identified in September 2019 have been identified to improve performance through to year-end where possible. There is also acknowledgment that Rotherham’s recent four year on year improvement trajectory since 2015/16 to 2018/19 of both the reduction on new permanent admissions (high of 432 to low of 303) and total number supported (high of 1,288 to low of 933), may now be approaching, its need based ‘floor’ level therefore making any further reductions harder to achieve.

Next steps:
- Over the next three months, the service will be transitioning to new ways of doing usual day-to-day business and will primarily be focusing on the implementation, supporting and responding to early findings of the Adult Social Care Pathway which will ‘go live’ late October 2019. This is a significant phase of the project, impacting across the whole of the service and includes;
  - Final recruitment of remaining vacancies to new job roles and structures
  - Reviewing, refreshing and testing key processes and customer pathways across adult social care, including interfaces with health and other services
  - Ensuring I.T. systems reflect the new ways of working and the right equipment is in place to support workers in a new agile working style
  - Establishing comprehensive performance management and case management reporting arrangements, including performance clinic actions
  - Implementation of a staff training and development programme, including using the coaching programme ‘Perform+’.

Risks and Issues

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intended outcomes of the new Adult Social Care Pathway may be affected or delayed if the necessary changes to service delivery do not happen or are below expectations.</td>
<td>The Adult Social Care Pathway has a detailed project plan and risk log so that any impact can be predicted and mitigated.</td>
</tr>
</tbody>
</table>
### Corporate Priority 2 – Every adult secure, empowered and responsible

<table>
<thead>
<tr>
<th>Measure</th>
<th>Key</th>
<th>Overall status (relevant to target)</th>
<th>Lead officer</th>
<th>shrine &amp; frequency</th>
<th>Ref No</th>
<th>Measure lead officer</th>
<th>Measure under development (e.g. awaiting data collection or target-setting)</th>
<th>Measure information not yet available (e.g. due to infrequency or timing of measurement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.B5</td>
<td>1.6</td>
<td>The proportion of people (65+) offered the reablement service after discharge from hospital</td>
<td>Jill Turner</td>
<td>High</td>
<td>2015-2020</td>
<td>2.B5</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
<tr>
<td>2.B7</td>
<td>1.7</td>
<td>The short stay reviews have also impacted on Qtr 2 overall number going monitoring of the action plan.</td>
<td>Terri Roche</td>
<td>Medium</td>
<td>2015-2020</td>
<td>2.B7</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
</tbody>
</table>

#### Measure 2.5: Drug Misuse & Alcohol

<table>
<thead>
<tr>
<th>Measure</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td>1.6</td>
<td>The proportion of people contacting adult social care who felt their outcomes were met.</td>
<td>Chris Corton</td>
<td>High</td>
<td>2015-2020</td>
<td>2.5</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
<tr>
<td>2.6</td>
<td>1.7</td>
<td>The proportion of people who received short term support from adult social care services</td>
<td>Chris Corton</td>
<td>Medium</td>
<td>2015-2020</td>
<td>2.6</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
<tr>
<td>2.7</td>
<td>1.8</td>
<td>The proportion of Safeguarding Adults at risk who felt supported to be safe, independent and resilient within a personalised model of care and support</td>
<td>Chris Corton</td>
<td>High</td>
<td>2015-2020</td>
<td>2.7</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
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</tbody>
</table>

#### Measure 3.1: Enabling Services

<table>
<thead>
<tr>
<th>Measure</th>
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<th>Measure information not yet available (e.g. due to infrequency or timing of measurement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>1.2</td>
<td>The proportion of Enabling Services users and guidance</td>
<td>Chris Corton</td>
<td>High</td>
<td>2015-2020</td>
<td>3.1</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
<tr>
<td>3.2</td>
<td>1.3</td>
<td>The proportion of High Annual 2.6%</td>
<td>Chris Corton</td>
<td>Medium</td>
<td>2015-2020</td>
<td>3.2</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
<tr>
<td>3.3</td>
<td>1.4</td>
<td>The proportion of Low Monthly 900</td>
<td>Chris Corton</td>
<td>High</td>
<td>2015-2020</td>
<td>3.3</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
</tbody>
</table>

#### Measure 4.1: Support and Wellbeing

<table>
<thead>
<tr>
<th>Measure</th>
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<th>shrine &amp; frequency</th>
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<th>Measure information not yet available (e.g. due to infrequency or timing of measurement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>1.5</td>
<td>The proportion of customers successfully supported should increase in year Q2 comparison shows a 2+% improvement and if the 2018/19 trend for in year outcomes is as 'satisfactory' as the service still believe the target can be reached by year end.</td>
<td>Chris Corton</td>
<td>High</td>
<td>2015-2020</td>
<td>4.1</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
</tbody>
</table>

#### Measure 5.1: Living and Support

<table>
<thead>
<tr>
<th>Measure</th>
<th>Key</th>
<th>Overall status (relevant to target)</th>
<th>Lead officer</th>
<th>shrine &amp; frequency</th>
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</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>1.6</td>
<td>The proportion of young people in hospital who are accommodated</td>
<td>Chris Corton</td>
<td>High</td>
<td>2015-2020</td>
<td>5.1</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
<tr>
<td>5.2</td>
<td>1.7</td>
<td>The proportion of older people in hospital who are accommodated</td>
<td>Chris Corton</td>
<td>Medium</td>
<td>2015-2020</td>
<td>5.2</td>
<td>Measure has not progressed in accordance with target set</td>
<td>Measure has not progressed in accordance with target set</td>
</tr>
</tbody>
</table>

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

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

**Target Status**
- Off target 4 (27%)
- On target 10 (67%)
- Satisfactory 1 (6%)

**Direction of Travel**
- Improving 11
- Stable 2
- Worsening 2

(Of the two worsening, one is off target and one is on target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable.

Areas performing well or improving

(measures which are on track and direction of travel is improving)

- **Community Safety**
  - (3.A1b) Reduce the number of repeat victims of ASB
    32 against a target of 50 or fewer repeat callers per quarter (lower is better).

- **Culture and Thriving Town Centre**
  - (3.A6) Number of engagements with the Council’s Culture and Leisure facilities which help adults and children learn, develop their skills or get a job
    108,709 (227,645 cumulative) against a >350,000 cumulative annual target (higher is better).
  - (3.A7) Customer satisfaction with culture, sport and tourism services
    92.12% against a target of >90% across all Culture, Sport and Leisure Services (higher is better).
  - (3.A8) Number of visits to the Councils, Culture and Leisure facilities
    1,413,380 visits (2,721,979 cumulative) against a 3,500,000 cumulative annual target (higher is better).
Areas performing well or improving
(measures which are on track and direction of travel is improving)

Cleaner, Greener
Rotherham
Bin collection
and Recycling

(3.B2a) Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions)
27 (38 cumulative) against a target of 37+
(50% increase in prosecutions for the year)
(higher is better).

(3.B5) The proportion of waste sent for reuse (recycling and composting)
48.44% (current estimate for March 2019 - 46.32%) against a target of 45%
(higher is better).

Areas for improvement
(measures which are off track and direction of travel is worsening)

Community Safety

(3.A2) The proportion of positive outcomes over the year, for reported Hate Crime cases
All investigations 6.2% Investigations completed 7.5% against a target of 20%
(higher is better).

A programme of improvement action by Rotherham Local Policing Unit is underway to ensure positive outcomes are achieved wherever possible.
Outcome A: Communities are strong and people feel safe (also contributes to priority 2 Every adult secure, responsible and empowered)

Lead accountability

Paul Woodcock, Strategic Director Regeneration and Environment
Shokat Lal, Assistant Chief Executive

Where are we now?

The 40th Anniversary of Rotherham Show took place on 7th and 8th September 2019 at Clifton Park welcoming an estimated audience of between 75,000-80,000 visitors over the weekend. This year’s show featured increased artistic content supported and enabled through a £78,000 grant from Arts Council England and sponsorship from a range of partners including AESSEAL, Places Leisure and Dignity. This enabled the creation of a new children and families’ zone, a new celebration stage to showcase artists from BME and diverse musical traditions and the employment of a wide range of local artists who had previously not had the opportunity to showcase their work at the show. There were over 200 new entries to the Made in Rotherham exhibition, showcasing residents’ talents in horticulture, baking and craft. The overall evaluation for the show is still ongoing with a final report due by the end of October 2019. The event received 5* reviews on Facebook and exceptional feedback from residents, visitors and partners alike.

Rotherham Show also saw the launch of the Cultural Strategy, with its mission ‘to enable more people to get active, creative and outdoors, more often’. Research tells us that increasing participation will lead to improved health and wellbeing, improved educational attainment, better job prospects and strengthened community cohesion. Despite often inclement weather, Quarter 2 saw increased numbers of visits: 1,413,380 compared to 1,246,710 in the same quarter last year, an increase of 166,670. This is a cumulative increase for the first 6 months of the year of 360,771, (2,721,979 compared to 2,361,208). Projects such as the Heritage Lottery funded Young Roots project which will create a panel of young curators to inform future exhibitions and programming; an Esmee Fairbairn funded project supporting engagement with Black and Minority Ethnic (BME) communities through the World Cultures collection and Flux Capacitor, supported by Arts Council England, are all helping to drive up engagement, particularly amongst those who have had limited opportunity to take part previously.

The appearance of blue-green algae at Rother Valley Country Park has put the lakes out of action over the peak summer period. This has had a severe impact on visitor numbers, particularly those interested in water-based activities and dog walking. In response, officers have diverted events to other locations where possible. This included moving the National Open Water Swimming Championships to Thrybergh and the Kerala International Dragon Boat Racing to Manvers. Partners, participants and visitors have all fed back positively on the efforts made by staff to accommodate these important events and keep them in Rotherham. Meanwhile the blue-green algae is being closely monitored and it is anticipated that this will be resolved by the time the new summer season begins in 2020.

During Quarter 2, consultations took place on the Library Strategy and future service offer. The purpose of this consultation was to seek the views of Rotherham residents who use the library service, how they use it and what service offerings are important to them. It also questioned residents who do not use the library service about why they do not use it and what would make them more likely to visit. To ensure full engagement, the service collected information in several ways, including drop in sessions at each library, focus groups with various stakeholders and an online web survey. By the end of the consultation period the service received: 665 online survey returns; 227 children and young people’s online survey returns; and undertook 350 face to face
conversations with various stakeholders. Feedback from this initial engagement has been combined with the results of the Local Government Association (LGA) Peer Review, a comprehensive local assessment of need and an equality analysis. A draft Library Strategy for 2020 – 2025 is expected to be launched in Quarter 3 for further public consultation.

A key game-changer of the new Cultural Strategy is the need for a new programme of amazing events. Beyond a revitalised Rotherham Show, work is well underway to celebrate becoming the official host for Yorkshire Day in 2020 and the first Women’s European Football Championships in 2021. An important aspect of this work is about the wider impacts of a high quality and ambitious events programme, building pride, bringing residents together to reduce isolation and improve community cohesion; strengthening the economy through place-making and encouraging visitors to the borough.

Action plans have been developed to address the key factors that influence how the public perceives the issue of anti-social behaviour. These plans will address the areas of fly-tipping, drugs and off-road motorcycling.

The Fitzwilliam Road Public Space Protection Order (PSPO) was launched in mid-September. Breaches of the PSPO in this initial period have been dealt with through formal warning, with 4 being issued. Fines are now being actively issued.

Rotherham Ethnic Minority Alliance, (REMA), have appointed a new hate crime coordinator for the Safer Rotherham Partnership, (SRP), Upstanding Against Hate Crime project. To date, 5 taxi firms and 2 takeaways have signed up to be ‘upstanders.’ The project focuses on engaging with community members and businesses to pledge to take a stand against hate with the aim of preventing hate crime. 15 BAME-led firms, (Black, Asian and Minority Ethnic owners/Directors) have also been visited and the co-ordinator has spoken with the managers of those businesses regarding Hate Crime, reporting such crimes and educating their staff.

On Tuesday 9th July 2019, a taxi driver Hate Crime awareness raising event took place. This event delivered training to over 150 taxi drivers, operators and owners. Future events aimed at takeaway owners and delivery drivers are also planned.

The proportion of positive outcomes on hate crime is still below the target of 20% and has seen a decline over the last two years. This is in the context of similar declining figures in other South Yorkshire local authority areas and nationally.

Hate crime is the continuing focus for improvement action, progress includes charge/summons, youth caution, adult caution or community resolution. Where action was not taken, this was due to reasons no suspect being identified, the victim not supporting Police action, or difficulties obtaining evidence. Actions are being taken by the Local Policing Unit in Rotherham to increase the overall percentage of positive outcomes to hate crime. All new reports are allocated to teams as part of daily senior leadership meetings to ensure investigations can be started quickly and checks to victims of ongoing cases are being made to make sure seven day call backs are being received to ensure satisfactory progress is being made resolving each case.

The use of restorative justice is increasing to provide an alternative positive option where the victim does not wish to proceed with prosecution action.

In order to identify further improvement action, the Overview and Scrutiny Management Board will hold a performance session on 29th October 2019 and actions will be agreed with partner agencies based on the in-depth review and recommendations.

All Schools across Rotherham are part of Operation Encompass, where schools are notified when a domestic abuse incident has occurred in the last 24 hours or over the weekend, where police have attended and where a student may be affected. Police information is sent to the Education Representative in the Multi Agency Safeguarding Hub, (MASH), who then notifies Rotherham schools.

Priority 3: A strong community in a clean, safe environment
Schools receive a notification before the school day begins and they then monitor the possible impact on the student. If support is required it can then be offered. Rotherham, Sheffield and Doncaster LA’s have all signed up to the Operation Encompass scheme. Rotherham, Sheffield and Doncaster local authorities have all signed up to the scheme and talks are ongoing which could see Barnsley adopt the same procedures.

**Next steps**

- Library Strategy: A final needs assessment, to bring together all the research and consultation undertaken to date, will be considered by Cabinet in December 2019 and will include a request to go out to a final phase of consultation on a draft Library Strategy from January to March 2020. Feedback from this consultation will inform a final version, including revised service offer and any associated budget savings which will be presented back to Cabinet and Council for consideration.

- Construction of the new Brinsworth Library has commenced and is scheduled to open in November 2019.

- A report to Cabinet to recommend consultation to support a review of the Taxi Licensing Policy will be brought forward in Quarter 3. If approved consultation will take place in early 2020.

- Develop a revised approach and new delivery model for Rotherham Show from 2020.

- Licensing and Gambling Act policy reviews are to be undertaken.

- Work to improve the licensing application process, through the development of online systems is ongoing. A test system has been made available by the system operator (Jadu) and testing is to commence in Quarter 3.

- Overview and Scrutiny Management Board performance session to be held on 29th October 2019 focussed on hate crime and fly tipping.

**Risks and Issues**

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Green Algae at Rother Valley Country Park continues to impact on visitor numbers</td>
<td>The situation is being closely monitored and is expected to be resolved by the start of the summer season in 2020.</td>
</tr>
<tr>
<td>Hate Crime – the proportion of positive outcomes (action taken) on hate crime continues to perform below the target of 20%</td>
<td>Continue mitigation actions as outlined above.</td>
</tr>
</tbody>
</table>
Outcome B: Streets, public realm and green spaces are clean and well maintained

Lead accountability
Paul Woodcock, Strategic Director Regeneration and Environment

Where are we now?
In 2017/18 the Council provided a capital allocation of £10m over three years to improve the condition of the road network. 2019/20 is the third and final year and £3m will be invested to improve the condition of the unclassified network which totals more than 700km of roads. Current Highway Asset measures show the percentage of roads identified as in a GREEN condition, which means good and does not require repair, has increased. The measure of unclassified roads that are identified as in an AMBER condition remains static, ensuring that the proportion in Red condition has not increased. The Council has adopted best practice to target roads that have been assessed as in an AMBER condition rather than “worst first” i.e. focus on RED condition roads.

The street scene service has experienced excessive weed growth throughout the borough during this year; mainly due to the warm and wet weather conditions and a build-up of detritus on central reservations and footways over a number of years, that are not able to be addressed through an annual programme. Work was carried out in two areas, non-arterial and arterial routes. In non-arterial areas (high footfall locations, footpaths and resident enquiries) two mobile teams, one working in the East of the Borough and One in the West tackled excessive weed growth.

In arterial areas, (the main routes into the borough, dual carriageways or heavy traffic routes), which require traffic controls and the use of skilled staff to allow work to be undertaken, work has progressed more slowly than programmed due to issues with the volumes of weeds and detritus, weather conditions and other activity on the network. Whilst delays have been experienced, the work has delivered significant improvements in the areas already completed. Work to date has removed in excess of 40 tonnes of detritus from the carriageways completed.

The contractor will not hit the targets established within the Service Level Agreement with Doncaster Metropolitan Borough Council to provide enhanced enforcement for incidents of Enviro-crime. However the Corporate Plan target of 2,000 fines issued during the year is anticipated to be achieved by year-end and potentially earlier by the end of Quarter 3. Performance has been adversely affected by recruitment and retention of staff, including team leaders.

At the end of Quarter 2, 41,416 residents had signed up for the chargeable waste service. Renewals of the garden waste collection service will begin in November, and will include the ability to pay for the service via direct debit.

Although the performance in terms of missed bins is still below the standards, the June to September period has seen a considerable improvement in performance, with 29% fewer bins being missed per 100,000 collections. September’s monthly figure of 65.6 missed bins per 100,000 collections compares favourably with the national average for this performance measure, which is 64.35%.
The introduction of new recycling services continues to increase recycling rates, with paper and cardboard recycling rising by 28% from 1st April 2019 to 31st August 2019 against the same period last year and plastics recycling rising by 46% over the same period. The project to deliver recycling to flats has commenced and at the end of Quarter 2, 70% of Council flats can recycle under the new scheme.

Next steps:
- Deliver recycling to the remaining 30% of Council flats, with a planned 12th December 2019 cut-off date. This will avoid any impact on Christmas waste collections
- The service will continue to monitor the weed removal programme and work towards completion by year-end.

Risks and Issues

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</tr>
</thead>
<tbody>
<tr>
<td>As the roll-out of recycling to flats continues, there may be risks associated with an increase in customer complaints and coordination of the works required to deliver the project.</td>
<td>An extensive communication and engagement programme will continue and progress will be monitored.</td>
</tr>
<tr>
<td>Volatility of recycling markets continues and could see increased treatment costs.</td>
<td>Mitigated by contract arrangements and close and regular monitoring of material markets.</td>
</tr>
<tr>
<td>As the focus continues to deliver enforcement activity for enviro-crime outside the town centre, there is a consequent impact on overall performance.</td>
<td>The number of fines issued is very often reliant on a concentrated public footfall, making the town centre the most likely arena to improve performance.</td>
</tr>
</tbody>
</table>
### Priority 3: A strong community in a clean, safe environment

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Lead Officer</th>
<th>Objective</th>
<th>Performance Indicators</th>
<th>Detailed Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>A strong community in a clean, safe environment</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
### Priority 3: A strong community in a clean, safe environment

<table>
<thead>
<tr>
<th>Measure</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2018-19 Baseline</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Litter</td>
<td>48</td>
<td>56</td>
<td>38</td>
<td>50</td>
<td>46.21% (cumulative)</td>
<td>50</td>
<td>46.21%</td>
</tr>
<tr>
<td>Street Cleansing</td>
<td>50</td>
<td>56</td>
<td>38</td>
<td>50</td>
<td>46.21% (cumulative)</td>
<td>50</td>
<td>46.21%</td>
</tr>
<tr>
<td>Waste Management</td>
<td>50</td>
<td>56</td>
<td>38</td>
<td>50</td>
<td>46.21% (cumulative)</td>
<td>50</td>
<td>46.21%</td>
</tr>
<tr>
<td>Grounds Maintenance</td>
<td>50</td>
<td>56</td>
<td>38</td>
<td>50</td>
<td>46.21% (cumulative)</td>
<td>50</td>
<td>46.21%</td>
</tr>
</tbody>
</table>

**Ref No.**

3.B1 (b) The proportion of waste sent for reuse (recycling and safe Rotherham to safe and attractive ensure that it is a greener service.

3.B1 (c) The proportion of the non-principal road network classified into the amber condition

3.B2 (a) Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions)

3.B2 (b) Of the complaints in Street Cleansing and Waste Management, 66% were either partially of fully upheld.

3.B5 The monthly totals shown also indicate that the number of missed bins is falling sharply.

Although off target the measure is moving in the right direction with a 29% decrease in missed bins this quarter in the period Jan – June 2018. Of the complaints in Street Cleansing and Waste Management, 66% were either partially or fully upheld.

Data notes  (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)
Performance headlines

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

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

(Off the three worsening, one is off target and two are on target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable).

Areas performing well or improving

(measures which are on track and direction of travel is improving)

(4.A1) 16 new businesses started with help from the Council against a target of 15 (Higher is better).
(4.B2) 99.83% of Council Housing stock classed as “decent” against a target of 99.85% (Higher is better).
(4.A4) Number of jobs in the Borough 99,000 for 2018/19 (1,000 increase on the previous year) against a target of 1,000 job increase (Higher is better).
(4.A6) The number of Planning Applications determined within the specified period remains at 100% against a target of 95% (Higher is better).
Areas for improvement
(measures which are off track and direction of travel is worsening)

(4.A5) Narrow the gap to the UK average on the rate of the working age population economically active in the borough
1.8% gap against a target of 0%
(Lower is better).

Due to the small sample size involved there will be some fluctuations in the Rotherham figure. However, the trend is downwards, from the peak gap of 4.9% points in the year to March 2017. RiDO continue to provide assistance to local businesses to grow.

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

Lead accountability
Paul Woodcock, Strategic Director Regeneration and Environment

Where are we now?
The regeneration of Forge Island and the Town Centre has moved a step closer with two key developments moving forward.

Eric Wright Civil Engineering Ltd has started work on the multi million pound “Phase One” works on Forge Island, including flood defence and enabling work on the Forge Island site which includes retaining walls, terrace seating and high-quality public spaces.

The enabling works are necessary to deliver the full Forge Island scheme, which will include a cinema, food and drink outlets, a hotel, and a car park, with the new leisure facilities set within an attractive public space and a new pedestrian bridge connecting to the wider town centre.

With the project now much underway, works are scheduled to complete next spring.

In a separate area of development to the Town Centre Masterplan Black Cat Building Consultancy and Greig and Stephenson Architects have been appointed to work with Rotherham Council and stakeholders to help prepare and develop plans for the markets, to support the Council’s Future High Street Fund bid.

Rotherham is one of the shortlisted areas that will receive up to £150,000 of new funding to work up a detailed bid for town centre improvements. The Ministry of Housing, Communities and Local Government will work closely with each area to help develop various schemes.
In Quarter 2 16 new businesses were started with help from the Council (Business centres had 5 new early stage businesses occupy space and the Launchpad project assisted 11 start-ups.)

The multi-storey car park at Rotherham Interchange re-opened in July 2019 following refurbishment work that included: new surfacing, larger parking bays suitable for modern vehicles, solar panels that provide around 70 per cent of the electricity needed to power the building and new electric vehicle charging points.

**Next steps:**
- Preparation of the Future High Street Fund business case for submission. Draft business case required by 15th January and final submission deadline is 30th April 2020
- Concept designs for the Rotherham market redevelopment incorporating the new central library will be prepared for engagement and discussion during Quarter 3
- First phase of public realm improvements in the Town Centre scheduled to commence in April 2020.

**Risks and Issues**

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very difficult trading conditions for Town Centre businesses, especially retail.</td>
<td>Progress Future High Street Fund and continue to explore sources of additional funding.</td>
</tr>
<tr>
<td>Next round of the FHSF is still competitive, with no guarantee of success.</td>
<td>The bid will be based around the Town Centre Masterplan, a document signed up to by a wide range of partners and well scoped out projects.</td>
</tr>
</tbody>
</table>
Outcome B: People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector (also contributes to priority 2 – Every adult secure, responsible and empowered)

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

Where are we now?
The difference good quality housing makes to the health, wellbeing, education and employment opportunities for people living in the borough is recognised by the Council. The Housing Strategy approved earlier in the year by Cabinet sets out clearly how the Council will increase the number of new homes built in the borough and how it will improve the quality and standards in accommodation it owns as well as those properties let to tenants in Rotherham by private landlords.

Numbers of new homes built in the second quarter of the year have increased from the 116 homes delivered in Quarter 1, decency levels have improved in the stock owned by the Council and the levels of compliance in properties let to tenants by private landlords registered under the Selective Licensing Scheme have also been maintained above target.

The number of new homes built directly as a result of the Council’s intervention increased to 67 in the second quarter of the year. The 59 more new homes built in Quarter 2 is 51 more properties than were built at the end of Quarter 1 (8). This means the Council is still slightly below the mid-term target to deliver 88 more new homes by the end of September.

Despite being below target, the Council is extremely confident 175 new homes will be built as a direct result of its own intervention by the end of the year. In the next quarter, 15 more new homes will be completed in both Maltby and Canklow along with 58 new homes at Bellows Road, Rawmarsh. Moving into Quarter 4 a further 23 properties will be completed in Maltby and 29 new homes in Canklow.

Overall, 142 new homes were built in the second quarter of the year which is 26 more new properties than were built in Quarter 1 (116). The 258 cumulative total for new homes built is 6% below the indicative mid-year target of 275. However, as explained above, performance on the delivery of new homes is not spread evenly throughout the quarters and the Council is confident that the year-end target to deliver a minimum of 550 new homes will be met.

A number of actions are being taken to improve performance against both of these measures. The Council is continuing to ensure the developments for which it is responsible are delivered on time and is also working with contract partners to bring forward a larger number of homes in the year than had been previously projected. Joint working arrangements between planning and housing are in place to ensure a collaborative approach and a focus on delivery is maintained. Strategic three-way meetings with Homes England and the Sheffield City Region are also being used to explore the possibilities for external funding opportunities and unlock sites with viability challenges. The annual housing developer summit to be held later in the year will help stimulate development activity on both privately owned and council owned land.

Decency levels in the Council’s own housing stock continue to exceed the target and have improved further in Quarter 2. A number of work programmes have been delivered by Fortem and Mears installing kitchens, boilers and bathrooms into the homes of tenants living in Canklow and Thrybergh during the second quarter of the year. These have helped increase the overall percentage of decent homes owned by
the Council to 99.83% from 99.77% in Quarter 1. The 99.5% annual target is already being exceeded by 0.33% and further work programmes are in place to ensure the remaining 0.17% (34 properties) of stock falling out of decency in the remaining 6 months of the year will be brought up to standard.

Levels of compliance for properties registered under the Selective Licensing Scheme have been maintained above the 95% target for the measure. Quarter 2’s performance however, at 96.20%, though still 1.2% above the annual target, is slightly lower than the 97% reported at the end of Quarter 1. Reasons for this slight dip in performance are that members of the Selective Licensing Team have been diverted onto strategic objectives funded through the government’s Controlling Migration Fund. All projects funded under the CMF however are now completed and performance for the remaining half of the year is expected to increase.

**Next steps:**

- Cabinet approval to commence development of new homes in the town centre (October 2019)
- Report to Cabinet seeking commitment of further HRA resources for housing growth (December 2019)
- Sale of Chesterhill Avenue and Whinney Hill to secure the delivery of over 230 homes (December 2019)
- Complete a five year housing growth programme (December 2019)
- Continue marketing and sale of other Council-owned sites
- Hold housing developer summit to stimulate development activity on both privately owned and council owned land.

**Risks and Issues**

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
</table>
| Risk of not meeting the target for homes delivered through direct council intervention which impacts on wider borough target. | Cabinet approval to commence development of new homes in the town centre (October 2019).  
Report to Cabinet seeking commitment of further HRA resources for housing growth (December 2019).  
Complete a five year housing growth programme (December 2019). |
Corporate Priority 4 – Extending opportunity. Prosperity and planning for the future

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

<table>
<thead>
<tr>
<th>Measure progressing above or in line with target set</th>
<th>Measure progress has been satisfactory but not fully meeting target set</th>
<th>Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)</th>
<th>Measure does not contribute to overall target set</th>
<th>Measure information not available (e.g. due to infrequency or timing of information released)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall status (relevant to target)</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

| Measure | Priority 3: A strong community in a clean, safe environment | Overall status (relevant to target) | Yes | No | Yes | No | Yes | No |
|---------|-------------------------------------------------|-----------------------------------------------|---------------------------------------------|---------------------------------------------|-----------------------------------------------|
| Measure progressing above or in line with target set | Yes | No | Yes | No | Yes | No | Yes | No |
| Measure progress has been satisfactory but not fully meeting target set | Yes | No | Yes | No | Yes | No | Yes | No |
| Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target) | Yes | No | Yes | No | Yes | No | Yes | No |
| Measure does not contribute to overall target set | Yes | No | Yes | No | Yes | No | Yes | No |
| Measure information not available (e.g. due to infrequency or timing of information released) | Yes | No | Yes | No | Yes | No | Yes | No |

Overall status (relevant to target) | Yes | No | Yes | No | Yes | No | Yes | No |

Measure progressing above or in line with target set | Yes | No | Yes | No | Yes | No | Yes | No |
Measure progress has been satisfactory but not fully meeting target set | Yes | No | Yes | No | Yes | No | Yes | No |
Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target) | Yes | No | Yes | No | Yes | No | Yes | No |
Measure does not contribute to overall target set | Yes | No | Yes | No | Yes | No | Yes | No |
Measure information not available (e.g. due to infrequency or timing of information released) | Yes | No | Yes | No | Yes | No | Yes | No |

Overall status (relevant to target) | Yes | No | Yes | No | Yes | No | Yes | No |

Measure progressing above or in line with target set | Yes | No | Yes | No | Yes | No | Yes | No |
Measure progress has been satisfactory but not fully meeting target set | Yes | No | Yes | No | Yes | No | Yes | No |
Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target) | Yes | No | Yes | No | Yes | No | Yes | No |
Measure does not contribute to overall target set | Yes | No | Yes | No | Yes | No | Yes | No |
Measure information not available (e.g. due to infrequency or timing of information released) | Yes | No | Yes | No | Yes | No | Yes | No |
**Priority 5: A modern, efficient council**

**Performance headlines**

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

![Diagram showing target status and direction of travel]

<table>
<thead>
<tr>
<th>Target Status</th>
<th>Direction of Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off target 3 (30%)</td>
<td>Improving 3</td>
</tr>
<tr>
<td>On target 5 (50%)</td>
<td>Stable 2</td>
</tr>
<tr>
<td>Satisfactory 2 (20%)</td>
<td>Worsening 5</td>
</tr>
</tbody>
</table>

(Of the five worsening, one is on target, one is satisfactory and three are off target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable.

**Areas performing well or improving**

(measures which are on track and direction of travel is improving)

**Agency Costs**

(5.D3) £3.5m (-49% annual forecast) reduction in agency cost against a 10% reduction target (lower is better).
Areas for improvement (measures which are off track and direction of travel is worsening)

(Council Tax)

(S.A1) The proportion of Council Tax collected in the current financial year 53.4% against 53.7% in Quarter 2 2018/19 and a target of 97% (higher is better). The in-year collection rate of council tax has reduced slightly over the last two years. The collection rate is impacted to some extent by higher than inflation increases in Council Tax.

(S.D2) The number of days lost per FTE 11.48 days per FTE against a target of 10.3 days. The Attendance Management Policy has been reviewed and face to face training sessions for managers commenced in September. Absence in Adult Care Services continue to be a priority area, dedicated service training sessions and performance clinics are taking place, a review of all long-term absence case management has occurred and regular further review periods established.

(S.D7) 68% of staff have completed the mandatory Equality Training against a target of 85%. (higher is better).

Work with directorates to increase completion numbers and distribute communications to staff and managers.

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 2, Council Tax in-year collection performance is 53.4% which is 0.3% down on performance at the same time in 2018/19.

Non-Domestic Rates in-year collection performance is 54.4% which is 1% lower than the performance at the same quarter in 2018/19.

Significant cost and demand pressures for Social Care Services continue, requiring the Council to identify and implement a range of measures to mitigate the consequent impact on the budget. The financial monitoring position as at the end of September shows a forecast overspend of £4.3m with management actions being identified to ensure the Council delivers a balanced budget.

The Council approved a two-year balanced budget for 2019/20 and 2020/21 in February 2019, alongside an updated Medium Term Financial Strategy to 2021/22 and a refreshed Reserves Strategy. This provides a sustainable financial position for the Council across the medium term, but delivery of the savings included within the budgets and managing the continuing costs and demands on Social Care present a significant challenge for the Council.

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

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

- Service delivery reviews undertaken within the Revenues and Benefits function as part of the Customer Services Programme are nearing completion. The efficiencies identified will make a significant contribution to delivering savings from the programme.

- The Medium Term Financial Strategy is being revised and updated to reflect recent Government spending announcements and the 2018/19 outturn position. An update will be reported to Cabinet in December 2019.

**Risks and Issues**

<table>
<thead>
<tr>
<th>Risk/Issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection of Council Tax for 2019/20 is 53.43% which is 0.3% down on performance in 2018/19.</td>
<td>The in-year collection rate of council tax has reduced slightly over the last two years. The collection rate is impacted to some extent by higher than inflation increases in Council Tax, resulting in part from the Government’s introduction of an adult social care precept on council tax as a means of providing some additional funding for social care. However, the Council maintained its top quartile performance position of Metropolitan Councils for the in-year collection of council tax in 2018/19 and had the highest performance of all 9 South and West Yorkshire Metropolitan Councils. Further action to optimise performance continues including focussed recovery actions and implementation of data sharing with HMRC.</td>
</tr>
<tr>
<td>Collection of Business Rates for 2019/20 is 54.38% which is 1.04% down on performance in 2018/19.</td>
<td>The reduction to date is partially due to payment by a couple of the larger ratepayers being slightly later than at this time last year. With Business Rates a delay in payment of a small number of large ratepayers, even if by a matter of days can significantly impact the performance measure. It is currently anticipated that the 98% performance target will be met by the end of the financial year.</td>
</tr>
</tbody>
</table>
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 is firmly 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 meetings detailing the recommendations from non-executive Members. The pre-scrutiny process considered seven reports in Quarter 2 and all recommendations were accepted by the Cabinet in the period.

Next steps:
• Overview and Scrutiny Members to continue to use the Forward Plan to identify potential items for pre-decision scrutiny at an earlier stage in the preparation of a report, with issues delegated to Select Commissions as appropriate
• Consideration by Cabinet Members of inviting scrutiny involvement in the development of proposals for determination by Cabinet.

Risks and Issues

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late involvement and scrutiny of proposals prior to determination does not allow sufficient time to analyse and significantly amend proposals.</td>
<td>Consideration of earlier involvement from scrutiny members in the development and review of draft proposals.</td>
</tr>
</tbody>
</table>

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

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

Where are we now?
Complaints performance is reported to management teams and individual Assistant Directors on a monthly and quarterly basis. Performance has again exceeded target (85%) and is at 90%, although this is slight dip since last quarter at 95%.
The majority of out of time complaints were from Regeneration and Environment and Housing. In both cases areas of concern have been identified and reported to the relevant Directorate Management Teams. Performance has been achieved following the introduction of a number of performance measures introduced over the last three to four years which include complaints being reported weekly and quarterly to Directorate Management Teams, monthly to Senior Management Teams and individual managers contacted directly and supported by the Complaint Team if a complaint is at risk of going over target time.

Although there has been little visible change to online customer capability during the last quarter, a significant amount of background work has been competed to refresh the council website and rewrite key webpages. This will make it easier for customers to find what they need online and to undertake more transactions online. These changes will be implemented during the next quarter.

The next resident survey will be conducted in June 2020, following a decision to move from twice-yearly to annual surveys. The sample size will roughly double, meaning a broader section of the borough’s residents will be involved in the survey. This is to bring both aspects of the survey more closely in line with local authorities across the country, against whom the Council benchmarks.

**Next steps:**

- To maintain the following complaints performance processes:
  - Performance dashboard reported to relevant Directorate Management Teams weekly (Children’s and Young People’s Services and Adult Care and Housing).
  - Monthly and quarterly reports to all Service and Directorate Management Teams and Assistant Directors
  - Additional support by the Complaints Team to individual managers
  - Improved support through training and advice/information to managers.

- Improve the quality of complaints responses and to achieve better learning and service improvement from complaints

- Website refresh and new customer management system goes live in October 2019 to support better online customer services.

**Risks and Issues**

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>If complaints are not completed on time they will escalate to through the complaint procedure and to the LGSCO.</td>
<td>Improved performance management – via management teams and with individual managers.</td>
</tr>
</tbody>
</table>
Outcome D: Effective members, workforce and organisational culture

Lead accountability
Shokat Lal, Assistant Chief Executive
Sally Hodges, Interim Strategic Director Children and Young People’s Services

Where are we now?
Performance of the key priorities of the Council Workforce Plan is tracked via three key indicators, Performance Development Review (PDR) completion rate, Attendance (Sick days lost per full time employee) and agency worker expenditure.

- The scheduled release of the PDR module in the new corporate HR & Payroll system has been delayed and is unlikely to occur until late in the third quarter. Alternative arrangements to capture current year performance are being introduced to enable reporting in the third quarter. Last year the annual target of 95% completion was exceeded.

- In the second quarter absence levels increased to 11.48 days per full time equivalent employee, over a day above the target of 10.3 days. This is largely down to absence levels in Adult Social Care Services and is a similar level to the 2018-19 year end outturn. The Attendance Management Policy has been reviewed and face to face training sessions for managers commenced in September. Dedicated training sessions and performance clinics are taking place in Adult Care Services.

- Agency expenditure continues to project to an annual outturn of £3.5m by the end of the year, representing a reduction of £3.3m (49%) from the previous year.

The percentage of agency staff within CYPS continues to stay significantly below the national average, with just 2.2% of our staff being employed through an agency. Further scrutiny of agency usage and exit strategies takes place via the Council’s Workforce management Board and the service continues to speak with current agency workers with a view to making any suitable workers, permanent members of staff. Twelve Newly Qualified Social Workers (NQSW’s) were recruited to fill existing vacancies following an assessment centre that was held in June.

Personal development reviews for members are not currently planned to take place in the final year of the Council term.

Completion of Equality Analysis Screening Assessments has improved significantly during Quarter 2. During this period there were 27 reports in total (11 July and 16 in September). Of these, three had full EAs and didn’t require screenings and 24 reports required screenings. In total 23 had screenings completed and 1 screening was not completed (Recommended Adoption of Policies – Support for Elected Members report). Additionally, the Council’s Equality Officer is now responsible for signing off all Cabinet reports and a Corporate equality screening and analysis briefing has been distributed to all staff to improve performance and ensure equality impacts are considered appropriately.

Fluctuations in the numbers of staff allocated the equalities training has meant that percentage completion rates for the training have fallen in the quarter and at 68%, remain significantly below the target set of 85%. Completion rates are particularly low in Children’s and Young People’s Services and Regeneration and Environment and targeted work will take place during the next few months to help improve performance.
Next steps:

- The Rotherham Leader programme develops managers and the Workforce Strategy Board maintains oversight of workforce development activity and implementation of associated delivery plans.
- An in-depth review of attendance continues, including:
  - Analysis of absence data to provide insight into high priority areas, best practice and areas for improvement.
  - A range of interventions to upskill managers with a focus on their responsibilities, policy, processes and support available.
  - Dedicated training sessions and performance clinics in Adult Care Services.
  - Additional control and challenge through Service Level case conferences and scrutiny at DLTs.
- Further scrutiny of agency usage and exit strategies continues to take place by the Council’s Workforce Management Board.
- Continue discussions to permanently recruit any suitable Children and Young People’s Services agency workers as well as continuing with recruitment campaigns. Plans are on the way for an assessment centre in February to recruit more staff via the step-up programme.
- Work with directorates to increase completion of equalities training and distribute communications.

Risks and Issues

<table>
<thead>
<tr>
<th>Risk/issue</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>The implementation of the PDR module of the new system, scheduled to take place in the second quarter, has been delayed. Alternative arrangements to capture performance in 2019/20 are being introduced to allow reporting in the third quarter.</td>
</tr>
<tr>
<td>Levels of attendance impact on flexible workforce costs, overtime and temporary workers, which can lead to potential reductions in quality of service.</td>
<td>Targeted intervention of hotspot areas continues with in depth reviews to ensure proactive action is being taken. Upskilling of managers and performance clinics are taking place.</td>
</tr>
<tr>
<td>A reduction in agency costs is dependent on continued successful recruitment strategies.</td>
<td>The Workforce Management Board maintains oversight of agency expenditure. Workforce Strategy Board has oversight of directorate workforce plans.</td>
</tr>
<tr>
<td>Recruiting large numbers of Newly Qualified Social Workers (NQSWs) within Children and Young People’s Services leads to inexperienced teams with a large number of social workers who have less than three years’ experience, which is not ideal.</td>
<td>Advanced Practitioners (APs) are to continue working closely with the NQSWs, offering support and guidance to help them progress. Practice Consultants are also to continue mentoring and assisting NQSW’s through the Assessed and Supported Year in Employment (ASYE) programme.</td>
</tr>
<tr>
<td>If insufficient members of staff are aware of our equalities duties because they have not completed the training, there is a risk that customers and residents could be treated unfairly and the Council could be in breach of its statutory duties.</td>
<td>Work will continue to ensure that all staff complete the mandatory equalities training package.</td>
</tr>
<tr>
<td>Key</td>
<td>Measure progressing above or in line with target set</td>
</tr>
<tr>
<td>--------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>5.D1</td>
<td>The proportion of Council Tax collected in the current financial year</td>
</tr>
<tr>
<td>5.D2</td>
<td>The proportion of customer complaints for local authority services which are satisfied through the customer service</td>
</tr>
<tr>
<td>5.D4</td>
<td>The proportion of complaints received and closed at all levels</td>
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<tr>
<td>5.D6</td>
<td>The proportion of Cabinet reports where an Equality Analysis Screening has been completed</td>
</tr>
<tr>
<td>5.E1</td>
<td>The proportion of complaints closed and within timescale</td>
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<td>5.F1</td>
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<td>5.Z1</td>
<td>The proportion of complaints closed and within timescale</td>
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For a detailed report on each Key Performance Indicator (KPI), please refer to the report on page 53.
The timeline below shows some of the key achievements and activities which have taken place over Quarter 2 (July – September 2019).

### TIMELINE OF KEY ACHIEVEMENTS/ACTIVITIES

<table>
<thead>
<tr>
<th>PRIORITY 1</th>
<th>Every child making the best start in life</th>
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<tbody>
<tr>
<td><strong>JULY</strong></td>
<td>Official launch of the Rotherham Children’s University to encourage participation in extra-curricular activities.</td>
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<tr>
<td></td>
<td>7th annual Rotherham Pride event – the event was the biggest to date and included a parade through the town centre.</td>
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<table>
<thead>
<tr>
<th>PRIORITY 2</th>
<th>Every adult secure, responsible and empowered</th>
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<tbody>
<tr>
<td></td>
<td>Rotherham partners hosted a ‘Healthier Rotherham’ event focused on how the Council shape health and care services and support local people to look after their own health and wellbeing.</td>
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<td></td>
<td>Taxi driver Hate Crime awareness raising event took place.</td>
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<thead>
<tr>
<th>PRIORITY 3</th>
<th>A strong community in a clean safe environment</th>
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<tbody>
<tr>
<td></td>
<td>Rotherham’s Adult and Children’s Safeguarding Boards and the Safer Rotherham Partnership planned a number of events during Safeguarding Awareness week.</td>
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<td></td>
<td>Clifton Park awarded the Green Flag and Green Flag Heritage Award.</td>
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<thead>
<tr>
<th>PRIORITY 4</th>
<th>Extending opportunity, prosperity and planning for the future</th>
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<tbody>
<tr>
<td></td>
<td>Tenant Conference held, celebrating 100 years of council housing in Rotherham.</td>
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<td>Successful housing shared ownership event for Council staff.</td>
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<tr>
<th>PRIORITY 5</th>
<th>A modern, efficient council</th>
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<tbody>
<tr>
<td></td>
<td>Statement of Accounts 2018/19 signed-off by Audit Committee - external audit report, had no major findings or recommendations.</td>
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<td></td>
<td>Work to build Rotherham’s newest, junior school in Waverly commenced – capacity for 420 children aged from two up to 11.</td>
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<tr>
<th><strong>AUGUST</strong></th>
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<tbody>
<tr>
<td></td>
<td>113 nominations received for the Big Hearts, Big Changes Employee Awards.</td>
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<tr>
<td></td>
<td>£2m funding received from the National Lottery Creative People and Places programme to engage communities in arts and culture.</td>
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<td>Students received A-Level examination results – 99% pass rate for the borough (1.4% above the national average) (note: this information was collected directly from secondary schools on results day 2019 and the national figure was published on the BBC website).</td>
<td>Students received GCSE results - The Rotherham local authority average Attainment 8 score per pupil was 45.2 and the percentage of pupils achieving grade 5 or above in English and mathematics was 38.5% (note: national average comparisons won’t be available until mid-October and this information was collected directly from secondary schools on results day 2019).</td>
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<tbody>
<tr>
<td>Public Spaces Protection Order (PSPO) introduced in the Fitzwilliam Road Eastwood area to help address anti-social behaviour.</td>
<td>‘Know the Line Campaign’ launched in Rotherham to stamp out sexual harassment.</td>
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<tbody>
<tr>
<td>News from your Neighbourhood email bulletins introduced - full of good news stories; information about upcoming events in communities.</td>
<td>Consultation on non-residential charging policy for adult social care service closed.</td>
</tr>
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<tbody>
<tr>
<td>Preparations commenced for the Women’s Euro ‘21 tournament in July 2021.</td>
<td>‘Be The One’ campaign launched on World Suicide Prevention Day to encourage people to talk, listen and care.</td>
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<td>Annual Pride of Rotherham event - approximately 500 people attended to recognise and reward the hard work, outstanding achievements and personal endeavours of Looked After Children and Young People.</td>
<td>The Prime Minister delivered a speech in front of northern political and business leaders at the Convention of the North conference in Rotherham.</td>
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<td>New fostering Rotherham website launched to help meet the shortfall in the placements needed for local children.</td>
<td>40th anniversary of Rotherham’s Council’s Rotherham Show - attended by 75,000-80,000 people.</td>
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<tr>
<td>Cabinet approved proposals to invest a further £1.2 million in creating 111 further Special Educational Needs and Disability (SEND) school places throughout the borough.</td>
<td>Opening of 16 new council homes at Fornworth Rd. East Herringthorpe – combination of shared ownership and rental homes.</td>
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<td>Annual garden competition for council tenants and leaseholders to recognise the achievements of both established and new and aspiring gardeners who’ve made a difference to their estates.</td>
<td>Strategic Housing Market Assessment completed and endorsed by Housing and Regeneration Board.</td>
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<td>‘My Front Door Goes Outdoors’ event to promote day centre alternatives (community-based support, employment opportunities and travel) around 200 adults with learning disabilities and/or autism, their carers, families and community enterprises attended.</td>
<td>Opening of Bellows Road show home designed to increase the range of housing options available to people.</td>
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<td>Official launch of the Rotherham Children’s University to encourage participation in extra-curricular activities.</td>
<td>Construction started on site-ready bungalows as part of a pilot project.</td>
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<td>Completion of the e5 and Collaborative Planning financial systems upgrade - significant and successful project to ensure the Council has the latest software versions to support general ledger and budget monitoring activity.</td>
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**Rotherham launches Children’s University**

Pupils at the launch event at Wales High School

The South Yorkshire Children’s University achieved its first milestone with the official launch of the Rotherham Children’s University in July 2019. Following a successful pilot phase earlier in the year, Rotherham Children’s University, led by Rotherham Council, will work with all schools across the area from September.

The Children’s University is a national charity which works with schools to encourage participation in extra-curricular activities. Children attend special graduation ceremonies, receiving various awards and accolades when they clock up a target number of activity hours.

Cllr Gordon Watson, Deputy Leader and Cabinet Member for Children and Young People’s Services at Rotherham Council, said:

“We are committed to giving all children in Rotherham the best start in life and encouraging learning with programmes like this opens up so many opportunities, raising ambitions and aspirations for young people. I am very pleased that Rotherham Council is supporting this initiative and I would encourage our schools to take part.”

At a special event at Wales High School to celebrate the launch, children and families from six Rotherham schools who participated in the pilot were awarded certificates by the Mayor of Rotherham, Cllr Jenny Andrews.

The creation of Rotherham Children’s University is the first step in a wider programme of expansion for the South Yorkshire Children’s University, which is working to extend the highly successful Sheffield Children’s University model across South Yorkshire.

The expansion has been made possible with support from Sheffield City Region Mayor Dan Jarvis MP, who pledged £95,000 of his Mayoral Capacity Funding to the project earlier this year and Sheffield Hallam University’s social mobility programme South Yorkshire Futures, which currently hosts the South Yorkshire Children’s University team and has helped support its development.

Dan Jarvis said:

“I’m delighted to see that young people across Rotherham will now get access to new opportunities, thanks to the expansion of the Children’s University.

It’s so important that all children and young people, regardless of their backgrounds, have an equal chance to learn, make new friends and widen their range of experiences.

This is what the Children’s University project is now going to offer to all young people in Rotherham, so I’m pleased to have been able to commit funding to make it happen.”

The success of the project to date has also been made possible thanks to support from Sheffield City Council, which has released expertise from Sheffield Children’s University to deliver these ambitions for the benefit of the wider region.
Research by the Sheffield Children’s University team has shown that children in the region taking part in Children’s University make two additional months’ progress in reading and maths compared to children in other schools.

The Sheffield Children’s University, led by Katie Hamshaw and Helen Oades, is the biggest model in the country. Since its launch in 2005, more than 15,000 children and young people have attended a graduation ceremony. Katie and Helen are now leading the expansion project across South Yorkshire.

Katie said:

“Through the launch of Rotherham Children’s University, we are one step closer to ensuring all children and young people across South Yorkshire are able to benefit from Children’s University in their local area.

We are incredibly excited to be working with the Rotherham Council to ensure that local children and families can be celebrated for their commitment to learning in their own time. In a short time frame, we have seen many positive outcomes from the schools and families involved, and are looking forward to building on the success of the pilot phase, and engaging with even more schools and families next academic year.”

Schools in Rotherham interested in joining the Children’s University Scheme should contact Rotherham Council’s School Improvement Service.
PRIDE OF ROTHERHAM EVENT 2019

The third Pride of Rotherham Event was held on the 27th September 2019 in which the achievements of 230 looked after children and care leavers were celebrated in front of their peers, social workers, senior managers, elected members and the Mayor of Rotherham, Jenny Andrews and Mayoress, Jeanette Mallinder.

For the first time the event was held at the Magna Science Adventure Centre and given the significantly larger venue there was some anxiety about the room being filled. However, these anxieties were misplaced with additional tables having to be set out with over 500 adults and children turning up which created a fantastic atmosphere.

The theme for 2019 was set by the LAC Council as being ‘Glow Big or Glow Home’ and this was embraced by most of the guests who arrived in their most luminous of outfits.

There was the, by now, traditional opening ‘entertainment’ provided by the LAC Senior Management Team and Principal Social Worker followed by a local Street dance group who were amazing and truly put the management team in their place.

And then to the main event – awards were given to children and young people in the categories of Arts and Drama, Educational Achievement, Sports and Leisure, Community Involvement, Successful Transitions to Adulthood and, for the first time an award for health bravery.

Lead Member for Children Cllr Watson, Assistant Director Ailsa Barr, Virtual School Head teachers Peter Douglas and Tina Hohn and the captain of Sheffield Steelers Ice Hockey Team were kind enough to volunteer to present the awards which consisted of a trophy and a certificate and which were acknowledged with raucous cheers and applause.

Awards were given for the whole variety of achievements including earning karate belts, representing the County in a range of sports, appearing on stage in theatre and musical productions, making small but significant steps in development, educational attainment, being a National Ambassador for the House Project and for being a committed member of the LAC Council and contributing to improving the experience of being looked after for all 630 children in our care.

As always it was both humbling and inspiring to witness the range and extent of achievements made by children and young people over the course of the past 12 months. It also served as a reminder of what huge potential these young people have if they are provided with the right levels of support from their corporate parents.

Highlights of the awards process included the young man who did the best ‘floss dance’ on stage, another who did the moonwalk and a third who had the whole audience of over 500 people sing ‘Happy Birthday’ to him.

The evening was rounded off with a disco and plenty of dancing led by the resident choreographer Claire.
After the event Cllr Robert Elliott sent a message to the event organisers stating:

“A huge thank you to you and the team for a fantastic evening on Friday, the best yet in my opinion and a credit to you all.”

Emma Darby, foster carer, said:

“Thank you!! We left just after N received his award, as he was ready for bed. But I just wanted to say a huge thankyou, it was a wonderful night, our kids all loved it.”

Special thanks go out to the people who did so much work behind the scenes; Alex Badger who did so much of the organisational logistics and problem solving and attended the event despite being 8½ month’s pregnant and Bev Parkin and Dianne Brownette.
Be the One campaign

“Be the One” is Rotherham’s suicide prevention campaign. Created by NHS Rotherham Clinical Commissioning Group and Rotherham Metropolitan Borough Council, it is about creating a social movement in Rotherham that:

- raises awareness amongst the general population of how to help individuals in emotional distress and experiencing suicidal thoughts
- raises awareness of the types of mental health support available for those in need
- supports the reduction of suicide rates in Rotherham

The campaign launched on Tuesday 10th September 2019 at the Chislett Community Centre, to coincide with World Suicide Prevention Day, with representatives from community groups, local emergency services, members of the public, the Council and the CCG. There was a showing of a specially commissioned film as well as the opportunity for individuals and organisations to make a ‘promise’ to take action on suicide prevention.

The campaign encourages Rotherham people to talk, listen, care and empowers them to talk to someone they are worried about, whether a stranger or someone they know, listen to someone who is having mental health issues to help them feel less alone, and to care about those around them to prevent people from reaching the point of suicide.

The response to the campaign has been overwhelming from people in Rotherham and beyond. The “Be the One” campaign has achieved a reach of more than one million impressions on social media. Special thanks go to friends at Rotherham United who have promoted the campaign and shown the video on match days.

People have also been in contact to share their own experiences in the hope that, by telling their stories, one other person will be helped.

To date there have been:

- Twitter –143 followers, reaching out to 867,768 people through others sharing the posts.
- Facebook –147 followers, reaching out to 220,095 through people sharing the posts.

The total number of people the “Be the One” posts have been shared to now stands at 1,087,863.
My Front Door Goes Outdoors event

Around 200 adults with learning disabilities and/or autism, their carers, families and community enterprises came to Clifton Park in September for a fun-filled activity day. The purpose of the event was to introduce people to the wide range of community-based support, employment, opportunities to build friendship groups and to travel as independently as possible around the borough as alternatives to attending day care centres.

Monsoon weather couldn’t dampen their spirits, and with the help of the wonderful staff at Clifton Park Museum the whole event went back indoors in a museum takeover that people will be talking about for a very long time.

The drastic change in plan and layout worked really well as the museum was transformed into a labyrinth of great people and enterprises running fantastic workshops and information stations. At every corner you turned into another space where there was music, drama, art and crafts, sensory experiences, beauty therapy and much more taking place in amongst the artifacts, grand rooms and historic paintings. Similarly, in the walled garden space, enterprises evidenced their flexibility and positive approach to help turn the room into an information hub with refreshments ran heroically by members of Speakup and Dexx Life Skills Rotherham. Praise must go to the sports team of Sense who did not let the rain stop them showcasing some of their fantastic sports offers in the outdoor gazebo.

The event really helped to showcase some of the truly fantastic support services available in Rotherham and the amazing work that they and their members achieve together. Furthermore it was fantastic to see so many of the members of the enterprises showcasing their skills on the day including fantastic beauty therapy, great dance workshop and the inspirational drama production. It is this approach that is central to the ethos of the Community Catalysts and My Front Door Projects!

FEEDBACK QUOTES:

“This is all fantastic. We wish we had this where we are. There are no events like this where we are” (Organisation from Sheffield)

“I wanted to say what a fabulously well organised event, particularly with the crisis management in the face of the weather. All of your people were a joy to work with and very helpful. It was a very welcoming environment to come into and the constant checking that we were ok was delightful” (Steve Life Act)

“We all thoroughly enjoyed the event on Tuesday, the weather did not dampen our spirits. It was nice to see it so well supported too. We met some great people and managed to show case Social Eyes to many interested people” (Claire and Faye Social Eyes)

“It was a good day and lots of contacts made. Pleasing to here positive feedback and to promote awareness of all offers” (Nick Parity Care)
Celebrating 40 Years of the Rotherham Show

The Rotherham Show celebrated its 40th birthday in September, with between 75,000 and 80,000 visitors over the weekend, and many positive reviews.

The Rotherham Show offered a wide mix of entertainment, live music and lots of activities, all wrapped up in the beautiful surroundings of Clifton Park (recently named a top 10 UK People’s Choice award for the fourth year running).

The show has always been a family-focused event and this year, as a child friendly borough, a number of additional elements were introduced. This included a new Children & Families area, with young people being involved in its creation. Working with local artists, young people developed a space in which families and young people could relax and be creative. Young curators said they wanted a positive message of confidence, pride and belief in the future of Rotherham which was embodied by the phrase, Let’s Do It.

Artist James Brunt supported young people to create a tactile sensory space featuring empowering messages. Here, visitors could reconnect with nature and experience just how important parks and green spaces are to happiness and wellbeing.

A designated picnic area was created by local artist Gemma Nemer. Using the art of salvage and recreation, Picnic Plains used multi-level seating to create a unique social area. Visitors were welcomed with bamboo mini-wigwams, raffia umbrellas, wooden bobbins, hay bales and benches. This was a place for families to relax, eat food, and take part in activities. At the centre, there was an interactive and creative zone under an open sided Tipi, surrounded by beautiful handmade and recycled flowers.

Also in the Children & Families area, visitors were left impressed by the Let’s Circus Village with the big top, outdoor performance area and festival zones alongside the quirky Vegetable Nannies installation.

In BEES! The Colony, visitors could wander amongst the honey-perfumed Bee Colony, finding a variety of ways to view and interact with the contents of the impossible Bee Hives. Tended by real beekeepers, in each bee hive was a surprising twist.

There was also a Retro Games & Activity area, which was introduced last year and proved to be very popular, with family games, live shows, walkabouts and a large inflatable helter skelter.

Music has always been popular at the show, and this year there was a wide-ranging and eclectic
mix of music – from roots, folk, acoustic dance and electronica on the 40th Anniversary Celebration Stage to rock, pop, folk and jazz in the Music Marquee and stepping back in time with 1940s and 1950s music on Saturday at the Band Stand, as well as the day of brass bands.

The Celebration Stage, curated by Rotherham-based artist and composer Mark Fell, invited world-leading performers from Rotherham and around the globe to join the party.

A dedicated Facebook page was set up this year, reaching around 100,000 people, and which now has a number of five star reviews, including,

“5 stars! You’ve done a great job this year. Absolutely loved it. Please bring back Let’s Circus as their show was brilliantly funny and their positive message to children super sound. So many friendly people in Rotherham it makes me proud to be a resident here.”

“Great atmosphere and felt especially well laid out this year.”

“We came today, best show yet. My in-laws came down from Durham for the show, they loved it, kids loved every minute, very impressed this year.”

“It is the best Rotherham Show there has been for a long time. Loved how many free things there were to see and do. The show had a lovely atmosphere.”

The Rotherham Show event page revealed that most people followed the page from Rotherham (with 28% of followers), but other popular towns included Sheffield (23%), whilst Doncaster and Barnsley each shared 5% of the audience.

Delivery of a great 40th Anniversary Show was a milestone within the new Cultural Strategy, endorsed by Cabinet in June 2019, and part of the Amazing Events game-changer. The overarching mission of the strategy is to ‘enable more people to get active, creative and outdoors, more often’ as a way to improve health and wellbeing, and support community cohesion, economic growth and civic pride.
Celebrating 100 years of Council Housing

This centenary not only marks a milestone in the borough’s rich history of social housing, it provided an opportunity to showcase the exciting developments the Council are building across the borough to ensure a strong future for council housing in Rotherham. The Housing Act of 1919 gave Councils across the country the responsibility to build houses for the first time. Rotherham was one of the first Councils to take up this opportunity, building houses at what is now East Dene in 1919. The very first home, 1 First Avenue, is just one of the 20,500 Council-owned homes across the borough today. Throughout the last century, Rotherham has been at the forefront of council housing, winning awards for design standards and showing progressive ideas across generations. The very first homes built by Councils across the country were built to the design standards of Raymond Unwin, an architect born in Rotherham and highlighted in this issue.

The Council wants to continue to be at the forefront of council housing and there are ambitious plans for the future. Currently, the Council are investing over £50 million into building new homes for local residents to rent and buy over the next five years using the Rother Living brand.

The community of Council tenants are active and engaged, and many tenants have embraced celebrating 100 years of council housing by sharing their photographs, memorabilia and stories for an exhibition that will tour the borough throughout the year.

The exhibition was launched at the annual Tenants Open Day held at the New York Stadium in July 2019. There was a fantastic turnout and more than 180 people attended, including 120 tenants and 30 stalls providing information for the participants.

In July 2019, Council leaders also unveiled a plaque to commemorate the first ever council home in the borough on First Avenue in East Dene. Usually commemorative plaques adorn buildings where famous people have been born or lived. The Council has instead taken the unusual step to install a commemorative plaque on the borough’s first ever council house in order to celebrate 100 years of council housing.

This came in the same week the Council unveiled plans for a shared ownership scheme, which aims to make home ownership affordable.

Stella Parkin (Council tenant and Chair of Housing Involvement Panel) said:

“When I wrote to the Council suggesting the borough should celebrate 100 years of Council Housing I had no idea where it would lead. It was great to co-produce this idea with the Council and turn it into reality with tenants embracing celebrating 100 years of council housing by sharing their photographs, memorabilia and stories for an exhibition that will tour the borough throughout this year, which all started at the Tenant’s Open Day which was a great success.”
CASE STUDIES

PRIORITY 5: A modern, efficient council

News from your Neighbourhood

A key strand of the Council’s Thriving Neighbourhoods Strategy is to enhance communications and engagement with local communities.

The Council’s communications activity has traditionally been built on relationships with the press, social media and paid-for advertising campaigns. While this has been effective at sharing corporate messages with a wide audience, it lacks the nuance that resonates at a local level.

To meet this challenge, and to deliver an effective solution which meets the needs of communities, a new neighbourhoods communications and engagement framework has been introduced.

The key pillar of this framework is the introduction of a new set of neighbourhood specific email updates. Under the banner of ‘News from your Neighbourhood’, each electoral ward now has a dedicated monthly e-bulletin.

The e-bulletins contain news and information about how community stakeholders, including elected members, residents, voluntary and community groups and other agencies are delivering on the ward priorities as identified in their ward plans. They also provide a channel by which news content generated by communities themselves can be shared with a wider audience.

Each edition of ‘News from your Neighbourhood’ bulletins adheres to the same template, which includes a header image for each ward, contact details for elected members and the neighbourhoods staff for the area. The updates are authored and edited by the neighbourhood coordinator for each ward, so while they look very similar at first glance, the content and style within them varies significantly from one ward to the next. This has enabled each ward update to take on its own flavour and emphasis.

Some updates have included submissions from members of the community who read them, for example the October issue of the Rawmarsh update included an article written by a member of a local running group which celebrated an award won by one of its members, and encouraged other readers to join them.

The schedule for distribution is mapped against the calendar month. Each ward update is assigned a different day. For instance, the Brinsworth and Catcliffe ward update goes out on the first Friday of the month, and the Wickersley ward update is sent on the third Thursday. This means that a message from the Neighbourhoods team is sent on almost every working day of the year.

Each update is automatically copied to the whole neighbourhoods team, so there are opportunities for observing best practice and sharing ideas within the team. The programme is managed by the Neighbourhoods’ Senior Communications Officer who provides administrative and editorial support to the wider team.

While the updates are principally about sharing relevant community related news, they remain a council-owned channel of communication and, as such, can be used to share corporate campaign messages. However there is a ‘safeguard’ built in to prevent the updates from becoming overly corporate, with a ratio of at least two neighbourhood related items for every ‘corporate’ one. Where there are corporate messages included they are relevant to the area they are being targeted at, and tailored accordingly.

Since the first bulletins were published in July 2019 nearly 1,300 people have subscribed to receive them. Anyone can sign up to receive them at bit.ly/neighbourhoodupdates

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Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A screening process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an equality analysis.

<table>
<thead>
<tr>
<th>Directorate:</th>
<th>Service area:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Chief Executive’s Directorate</td>
<td>Performance, Intelligence and Improvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lead person:</th>
<th>Contact number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simon Dennis (Corporate Risk Manager) and Tanya Palmowski (Performance Officer)</td>
<td>(ext 22764)</td>
</tr>
</tbody>
</table>

1. Title:

Is this a:

- [ ] Strategy / Policy
- [ ] Service / Function
- [x] Other

If other, please specify

2. Please provide a brief description of what you are screening

The 2017-2020 Council Plan is the core document that underpins the Council’s overall vision, setting out headline priorities and measures that will demonstrate its delivery.

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports are presented in public at Cabinet meetings, with an opportunity for pre-Scrutiny consideration if required. This report is the second report in the 2019-2020 reporting cycle covering quarter two (1st July 2019 to 30th September 2019). The report also includes a summary of key achievements and activities which have taken place during the quarter.
The quarterly reports provide 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.

At the end of the second quarter (July to September 2019) 28 measures had either met or
had exceeded the target set in the Council Plan. This represents 52% of the total number
of measures where data is available or where targets have been set. This is a slight
reduction in the percentage of performance measures that the Council has hit when
compared to the previous quarter, but an increase over the comparable quarter for 2018-
2019.

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. The Council Plan includes two measures to ensure the Council complies with
good practice in equalities - % Cabinet reports where an equality screening analysis has
been completed and % of Council Staff who have completed the mandatory equalities
training. Performance reported for quarter two indicates that 95.8% of Cabinet reports
have had a screening assessment (against a target of 100%) and 68% of staff have
completed the training (against a target of 75%). An action plan is currently being
delivered to increase the proportion of staff who have completed the mandatory equalities
training.

### 3. Relevance to equality and diversity

All the Council’s strategies/policies, services/functions affect service users, employees or
the wider community – borough wide or more local. These will also have a greater/lesser
relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender
reassignment, race, religion or belief, sex, sexual orientation and any other relevant
characteristics (for example socio-economic status, social class, income, unemployment,
residential location or family background and education or skills levels).

<table>
<thead>
<tr>
<th>Questions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Could the proposal have implications regarding the accessibility of services to the whole or wider community? (Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Could the proposal affect service users? (Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Has there been or is there likely to be an impact on an individual or group with protected characteristics? (Consider potential discrimination, harassment or victimisation of individuals with protected characteristics)</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Have there been or likely to be any public concerns regarding the proposal?</td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>
Could the proposal affect how the Council’s services, commissioning or procurement activities are organised, provided, located and by whom? (If the answer is yes you may wish to seek advice from commissioning or procurement)

Could the proposal affect the Council’s workforce or employment practices? (If the answer is yes you may wish to seek advice from your HR business partner)

The quarterly report provides an overview of performance in relation to the Council Plan which is a strategic plan for the whole organisation. The actions and targets within the plan are delivered by council services through various strategies, policies and programmes of work. It is therefore the responsibility of the relevant directorate/service to complete an equality analysis where this is applicable.

If you have answered no to all the questions above, please complete sections 5 and 6.

If you have answered yes to any of the above please complete section 4.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals prior to carrying out an Equality Analysis.

Considering equality and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual’s needs and encouraging participation.

Please provide specific details for all three areas below and use the prompts for guidance.

- **How have you considered equality and diversity?**
  (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

- **Key findings**
  (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

- **Actions**
  (think about how you will promote positive impact and remove/reduce negative impact)
### 5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

<table>
<thead>
<tr>
<th>Name</th>
<th>Job title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackie Mould</td>
<td>Head of Performance, Intelligence and Improvement</td>
<td>26th November 2019</td>
</tr>
</tbody>
</table>

### 6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy of all screenings should also be sent to [equality@rotherham.gov.uk](mailto:equality@rotherham.gov.uk). For record keeping purposes it will be kept on file and also published on the Council’s Equality and Diversity Internet page.

<table>
<thead>
<tr>
<th>Date screening completed</th>
<th>5th November 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>If relates to a Cabinet, key delegated officer decision, Council, other committee or a significant operational decision – report date and date sent for publication</td>
<td>Cabinet</td>
</tr>
<tr>
<td>Date screening sent to Performance, Intelligence and Improvement <a href="mailto:equality@rotherham.gov.uk">equality@rotherham.gov.uk</a></td>
<td>26th November 2019</td>
</tr>
</tbody>
</table>
Committee Name and Date of Committee Meeting
Overview and Scrutiny Management Board – 29 January 2020

Report Title
Budget consultation 2020-21

Is this a Key Decision and has it been included on the Forward Plan?
No

Strategic Director Approving Submission of the Report
Shokat Lal, Assistant Chief Executive

Report Author(s)
Michael Holmes, Partnership Officer
01709 254417 or michael.holmes@rotherham.gov.uk
Sam Blakeborough, Policy Officer
01709 822888 or sam.blakeborough@rotherham.gov.uk

Ward(s) Affected
Borough-wide

Report Summary
The report presents the findings of the recent public consultation on the Council budget for 2020-21, which took place from December 13th 2019 to January 13th 2020.

Following on from the two-year budget consultation carried out in 2018, the purpose of this consultation was to seek further feedback from the general public and partner organisations, in order to help the Council evaluate progress.

A total of 54 people responded to the online consultation, with additional comments received via social media. In addition, four letters were received from partner organisations and other stakeholders.

The report provides a more detailed breakdown of responses and issues raised.

Recommendations

- To note and consider the findings as part of the overall budget discussions.

List of Appendices Included
None
Background Papers
None

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required
No

Exempt from the Press and Public
No
# Background

1. In 2018, an extensive consultation exercise was carried out on the Council’s budget proposals for 2019-21.

   This acknowledged that the scale and breadth of the proposals, with £30m of savings required, would impact the whole of Rotherham and its residents.

   As part of the consultation process in 2018, the public were informed about the necessity of working in a different way and the scale of the challenges faced due to ongoing government funding reductions, which helped to explain some of the difficult decisions faced by Rotherham and many other councils across the country.

   A total of 1,181 people participated in the 2018 consultation overall, through online engagement, face-to-face sessions, letters and emails.

   Given the scope of that consultation exercise and the fact that no new savings are now being proposed, the consultation on the 2020-21 budget has been conducted via online form, with feedback invited via social media and a letter also sent to key partners seeking their views.

## Online Consultation

2. The online consultation was open for one month from 13 December 2019 to 13 January and provided broad information on areas of income and expenditure, as well as a link to the February 2019 council budget report. The online form had 3 questions, which allowed for “free text” responses:

   - What would be your spending and saving priorities?
   - Do you have any concerns about the Council’s current two-year budget?
   - Do you have any other thoughts on the budget?

   A total of 54 people completed the online consultation. A summary of responses is set out below.
What would be your spending priorities?

All respondents answered question 1, which was concerned with spending and saving priorities; of these, all but 3 gave spending priorities. Many gave more than one priority:

- **Childrens services** are most frequently prioritised (22 mentions by respondents). Of these mentions, 12 focused on schools/education specifically, whereas child protection services and activities/leisure were mentioned twice each. All other mentions of children’s services were non-specific.

- **Social care** and **social services** were also mentioned relatively frequently (14 mentions). This category represents respondents who referred to social care/services in general terms, without clarifying whether their priority was specifically children, adults/elderly people, disabled people, or another relevant issue.

Nationally, children’s services have seen an unprecedented surge in demand in recent years, including a sustained increase in the number of young people with complex learning difficulties and disabilities. Recent improvements in children’s social services in Rotherham have further impacted on the demand for care locally. The Council is continuing to focus on building in-borough capacity for looked after children and increasing provision for children with learning difficulties and disabilities; as well as further developing interventions and services designed to reduce demand.

- **Of the 11 prioritisations of transport and highways**, nine concerned road repairs and maintenance, with the other two mentioning cycling infrastructure and public transport improvement.

The Council’s budget for 2020/21 will have a significant focus on providing capital investment for the improvement of local roads, building on the improvement work seen through the delivery of the Rotherham 2020 highways programme (£10m investment). The Council will continue to work with external partners to deliver cycling infrastructure.
and public transport improvement schemes, utilising external capital grants available.

- The 11 prioritisations of housing were given in general terms, with four exceptions. Three respondents specifically mentioned homelessness as a priority, while an additional respondent specified that they prioritised improvements to housing.

The recently agreed housing revenue account 30-year business plan will ensure that the borough’s 20,400 council homes are maintained effectively, and that new homes (that meet resident need) are built to replace those lost through the right to buy scheme. The plan includes a commitment of £130m for housing growth over five years, including approved schemes delivering 388 mixed tenure homes in the town centre and across the borough.

The housing general fund capital budget will continue to be used to address homelessness and deliver aids and adaptations to homes.

- Respondents who prioritised regeneration had mixed priorities: some focused on general development of Rotherham (e.g. one specific respondent focused on culture and arts), whereas others specified geographic areas (i.e. town centres or neighbourhoods) that require regeneration and investment.

The adopted town centre masterplan is being implemented, including the proposal for a vibrant leisure quarter at Forge Island, where flood defence work is underway. Rotherham’s new university centre opened in 2018 and the fully refurbished transport interchange was completed last year. Construction begins on three key town centre housing sites in February, providing a total of 171 new homes for sale, rent and shared ownership.

- Finally, two respondents mentioned libraries or community centres, with a specific suggestion that local libraries could be used to host “public living rooms”. There was also a social media comment (see section 3. below) about transferring ownership and management of libraries to community groups.

As part of consultation on the draft library strategy for 2020-25, the Council’s Cabinet has considered specific proposals to establish libraries as essential community and cultural hubs and to pilot a community-managed delivery model at Brinsworth library.

**What would be your saving priorities?**

Whilst all respondents answered the first part of the question, only 46% (25 respondents) included a savings priority. These priorities broke down as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Cutting salaries/ expenses</th>
<th>Organisational and corporate changes</th>
<th>Tackling inefficiency/ waste</th>
<th>More stringent collection of fees, fines and levies</th>
<th>Service changes</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>3</td>
<td>9</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

Two thirds of organisational and corporate changes suggested scaling back the Council’s organisation to varying degrees. Alongside this were two mentions of providing services in-house, and one opposing suggestion of outsourcing IT services.

Of the four respondents who prioritised tackling waste and inefficiency, two were not specific as to where they identified wasteful or inefficient practices. The other two respondents identified contractors and (implied manual) “workers” as being wasteful by “not working”.

Only three respondents suggested changing a specific service in order to make savings. These suggestions were:

- Fewer family social workers
- Cut back on “non-essential” environmental or cultural projects
- Cutting back on promotion of town centre masterplan

“Other” saving priorities, which could not be separated into any of the above themes, were as follows:

- Cut down on meetings
- Dispose of or utilise buildings that are shutdown

Do you have any concerns about the Council’s current two-year budget?

33 respondents (61%) raised a concern in response to question 2; others either left no response or indicated that they had no concerns. Concerns were raised in the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Specific service</th>
<th>Salaries/expenses</th>
<th>Efficiency/waste</th>
<th>Budget clarity</th>
<th>Overall spending priorities</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>10</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>9</td>
</tr>
</tbody>
</table>

Respondents commenting on specific services generally felt that not enough money was allocated to the following: housing (two instances), regeneration (one instance), social care (three instances), waste (one instance) and transport. Conversely, there were two singular instances where respondents felt money in transport and administrative functions of the Council’s budget were wasted.

Of the six respondents who felt that the budget did not have enough clarity, there were frequent questions asked regarding the Assistant Chief Executive’s portfolio and the purpose of funding allocated there.

Concerns raised regarding overall spending priorities expressed general concern that money would not be used to the effective benefit of the borough and its people, but did not identify any particular issue with the budget.

Responses in the “other” category included the following themes:

- Non-specific concern for personal wellbeing and wellbeing of others
- Concerns over allocation of central government funds
- Opinions that spending does not appear noticeable
- Questions regarding competency of the Council
- Feelings that respondent priorities will not be reflected

Do you have any other thoughts on the budget?

Question 3 also received a significantly lower response rate than the first question, likely due to the breadth of the previous two questions in providing scope for residents to air their priorities.

<table>
<thead>
<tr>
<th>Q3 Response rate</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>25</td>
</tr>
<tr>
<td>No response</td>
<td>29</td>
</tr>
<tr>
<td>46%</td>
<td>54%</td>
</tr>
</tbody>
</table>
“No response” includes indications given by respondents that they have no further thoughts/comments. Responses received were separated into the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Queries</th>
<th>Service comments</th>
<th>Budget priorities</th>
<th>Organisational comments</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>

Two of the three queries restated earlier comments on lack of clarity regarding the budget; an additional query was raised regarding whether the Council should charge more for services.

Of the four comments regarding services, two aired previously stated concerns/priorities (reflected in above analysis). Of the two new concerns, one related to the quality of street cleaning, with the other mentioning perceived increases in violence and the need for policing.

“Budget priorities” refers to occasions where individuals restated their key spending/savings priorities, as broken down in earlier questions.

In the four responses relating to organisational comments, two suggested organisational cutbacks for the Council. The following themes were also mentioned:
- Increasing BME employment
- Improve cross-service working
- Bring services in-house

Comments in the “other” category were placed here due to not conforming to other discrete categories. Themes include:
- Greater consultation surrounding spending
- Longer term budgets to reflect long-term goals
- Recruit apprentices
- Increase stringency of arrears collection
- Seek greater government funding
- Better “distribution” of funds towards the most vulnerable

### Social Media Engagement

Social media engagement returned 39 significant responses (i.e. responses broken down into theme, removing repeat posts from individuals regarding the same theme).
The two most frequent themes reflect the opinion that the budget consultation itself is pointless (typically reflecting the opinion that the Council will pay little heed to responses) and the prioritisation of transport, roads and highways. The majority of comments under the latter theme were focused on improving road maintenance, while two focused on parking improvements.

Of the respondents commenting on housing, two individuals prioritised the reduction of homelessness and three commented on council housing. Of these latter three, two emphasised punitive measures against council housing tenants for antisocial behaviour/disturbances, while the final respondent suggested an end to council housing services altogether.

The three comments on waste suggested:
- Review of bin collection services
- Review of vehicles permitted in “dump sites”, in order to curb fly-tipping
- Stopping the Droppingwell landfill site

Respondents commenting on children and foster care suggested an end to all cuts to children’s services, and an increase of special guardianship order pay in line with foster carers, respectively. Similarly, disability/special educational needs (SEN) comments suggested more support - in one case this was expressed in terms of physical support for disabled people, in the other case SEN was referred to specifically.

Maintenance here refers to maintenance of public spaces; these two respondents focused particularly on the aesthetics of parks and estates.

Other comments included the following themes:
- Mandatory community service for those who are unemployed
- Turning off lights in operational buildings (i.e. Riverside House)
- Questions regarding spending on flood defences
- Concern over “obesity” and provision of community facilities to encourage active lifestyles
- Suggestions to sell council services to other boroughs or provide maintenance services to private individuals at a fee
- Transfer ownership and management of libraries to community groups

Other responses

4. Letters and emails

Four responses have been received to the letter sent to key partners. These were from Rotherham Clinical Commissioning Group (CCG), Barnsley and Rotherham Chamber of Commerce, Voluntary Action Rotherham and Alexander Stafford, the new Member of Parliament for Rother Valley.

All four were generally supportive and noted the need to work collaboratively. Alexander Stafford noted the funding provided by government and suggested this should be used to tackle the “social care crisis”. He also drew attention to specific issues in his Rother Valley constituency, including:
- Improving roads, transport links and bus routes between villages
- Tackling fly-tipping and litter
- Opposition to HS2
<table>
<thead>
<tr>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
</tr>
</tbody>
</table>
Committee Name and Date of Committee Meeting
Overview and Scrutiny Management Board – 29 January 2020

Report Title
Employee Opinion Survey 2019

Is this a Key Decision and has it been included on the Forward Plan?
No

Strategic Director Approving Submission of the Report
Shokat Lal, Assistant Chief Executive

Report Author(s)
Lee Mann, Assistant Director HR & OD
01709 822 or lee.mann@rotherham.gov.uk

Ward(s) Affected
None

Report Summary
This report provides an overview of the outcomes of the Employee Opinion Survey that took place in the summer of 2019 and key actions identified.

Recommendations
1. OSMB are asked to note the Employee Survey results, particularly in relation to improvements made since the 2017 survey.

2. OSMB are asked to note next steps, including further work to explore results and co-create action plans to address areas for improvement (Corporately and within Directorates)

List of Appendices Included
Appendix 1 Employee Opinion Survey 2019 Summary Results Presentation

Background Papers
None

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

Council Approval Required
No
Exempt from the Press and Public
No
Employee Opinion Survey 2019

1. Background

1.1 The Council held its last full employee opinion survey in 2017 and BMG Research were commissioned to run the Staff Survey in 2019. BMG met with representatives from the Council to gain greater knowledge of the organisation and the objectives of the staff survey.

1.2 The previous questionnaire was used to enable the Council to benchmark and track progress against specific areas. In addition, 32 questions were identified that provided a direct comparator to surveys conducted by BMG with other Local Authorities.

1.3 The Survey was launched across the Council in June 2019. All 4,684 staff were given the opportunity to complete the survey. A total of 3,001 email invites were sent to staff, with 1,831 responses completed (61% response rate). A further 1700 paper surveys were shared with frontline staff to complete. The overall response rate was 45%; 1% higher than the response rate in 2017.

### Response rates by Directorate

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Sent</th>
<th>Received</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Care and Housing</td>
<td>1138</td>
<td>406</td>
<td>36%</td>
</tr>
<tr>
<td>Assistant Chief Executive</td>
<td>226</td>
<td>141</td>
<td>62%</td>
</tr>
<tr>
<td>Children and Young People's Services</td>
<td>940</td>
<td>483</td>
<td>51%</td>
</tr>
<tr>
<td>Finance &amp; Customer Services</td>
<td>471</td>
<td>289</td>
<td>61%</td>
</tr>
<tr>
<td>Regeneration &amp; Environment</td>
<td>1907</td>
<td>414</td>
<td>22%</td>
</tr>
<tr>
<td>Prefer not to say/Not provided</td>
<td>n/a</td>
<td>367</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>4684</strong></td>
<td><strong>2100</strong></td>
<td><strong>45%</strong></td>
</tr>
</tbody>
</table>

1.4 Following analysis of the responses, BMG delivered an initial presentation to the Senior Leadership Team on the 21st August 2019 which provided a headline summary of the results.

2. Key Issues

2.1 The previous Employee Opinion Survey from 2017 allowed 73 questions to be directly compared with the 2019 Survey Results. Overall the Council has seen significant improvements against 57 questions and no areas have seen a reduction in scores since 2017; a further 16 have not changed significantly since 2017.

**Comparison with the Staff Survey 2017**

2.2 The following table provides a summary of the indicators seeing the largest positive changes since 2017. The largest improvement since 2017 is in relation to staff being satisfied with their total benefits package. Further to that significantly more staff would tell people that the Council is a good place to work.
Measures most improved since 2017 (Top 10 shown)

<table>
<thead>
<tr>
<th>Measure</th>
<th>2019</th>
<th>2017</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my total benefits package (annual/flexi leave entitlement, pension, etc)</td>
<td>66%</td>
<td>46%</td>
<td>+20%</td>
</tr>
<tr>
<td>I would tell people that the Council is a good place to work</td>
<td>61%</td>
<td>50%</td>
<td>+11%</td>
</tr>
<tr>
<td>The Council has an open and honest culture</td>
<td>47%</td>
<td>37%</td>
<td>+10%</td>
</tr>
<tr>
<td>I have opportunities for career development within the Council</td>
<td>42%</td>
<td>32%</td>
<td>+10%</td>
</tr>
<tr>
<td>The Council is a good employer</td>
<td>65%</td>
<td>55%</td>
<td>+10%</td>
</tr>
<tr>
<td>I would be comfortable challenging unacceptable behaviour and practices</td>
<td>68%</td>
<td>59%</td>
<td>+9%</td>
</tr>
<tr>
<td>I feel valued and recognised for the job I do</td>
<td>53%</td>
<td>44%</td>
<td>+9%</td>
</tr>
<tr>
<td>Staff at the Council work together to achieve its priorities</td>
<td>52%</td>
<td>43%</td>
<td>+9%</td>
</tr>
<tr>
<td>I feel the Council supports my health and wellbeing</td>
<td>54%</td>
<td>46%</td>
<td>+8%</td>
</tr>
<tr>
<td>I get the learning and development I need to do my job well</td>
<td>64%</td>
<td>56%</td>
<td>+8%</td>
</tr>
</tbody>
</table>

Comparison with the BMG Local Authority Benchmark

2.3 Thirty two questions allowed direct comparison with BMG’s Local Authority (LA) benchmark. The benchmark used for this analysis is made up of over 50 UK wide local authority organisations. Of the 32 questions, 18 were significantly above the LA benchmark and 10 in line. Only four areas were below other authorities.

2.4 The table below shows the top 8 questions that significantly exceed the BMG LA benchmark. The largest positive differences are that staff agree that their job makes good use of their skills and abilities, as well as the proportion of staff that have had a PDR in the last 12 months.

<table>
<thead>
<tr>
<th>Measures most significantly above the BMG LA Benchmark</th>
<th>2019</th>
<th>LA Benchmark</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my job I make good use of my skills and abilities</td>
<td>86%</td>
<td>71%</td>
<td>+15%</td>
</tr>
<tr>
<td>Have you had a Performance and Development Review (PDR) in the last 12 months? % Yes</td>
<td>88%</td>
<td>73%</td>
<td>+15%</td>
</tr>
<tr>
<td>My manager provides feedback on my performance both good and bad</td>
<td>75%</td>
<td>63%</td>
<td>+12%</td>
</tr>
<tr>
<td>The Council has an open and honest culture</td>
<td>47%</td>
<td>36%</td>
<td>+11%</td>
</tr>
<tr>
<td>I understand the vision and priorities of the Council</td>
<td>75%</td>
<td>68%</td>
<td>+7%</td>
</tr>
<tr>
<td>I understand the need for change in the Council</td>
<td>86%</td>
<td>79%</td>
<td>+7%</td>
</tr>
<tr>
<td>I am satisfied with my total benefits package (annual/flexi leave entitlement, pension, etc)</td>
<td>66%</td>
<td>60%</td>
<td>+6%</td>
</tr>
<tr>
<td>I would tell people that the Council is a good place to work</td>
<td>61%</td>
<td>55%</td>
<td>+6%</td>
</tr>
</tbody>
</table>

2.5 As stated, only four questions were significantly below the BMG LA benchmark. The largest difference to the BMG benchmark is the number of staff who agree that communications between units/Departments within the Council are good.

<table>
<thead>
<tr>
<th>Measures most significantly below the BMG LA Benchmark</th>
<th>2019</th>
<th>LA Benchmark</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>I think communications between units/Departments within the Council are good</td>
<td>21%</td>
<td>42%</td>
<td>-21%</td>
</tr>
<tr>
<td>Senior management are sufficiently visible</td>
<td>42%</td>
<td>48%</td>
<td>-6%</td>
</tr>
<tr>
<td>Overall I am satisfied with my current job</td>
<td>65%</td>
<td>69%</td>
<td>-4%</td>
</tr>
<tr>
<td>I am able to strike the right balance between my work and home life</td>
<td>64%</td>
<td>67%</td>
<td>-3%</td>
</tr>
</tbody>
</table>
Highest and lowest scoring responses

2.6 This section provides a summary of the highest and lowest scoring areas from the survey. Over nine in ten staff agree that they look for ways to do their job more efficiently, also nine in ten staff agree their manager trusts them to do their job properly, both have remained stable since 2017. Approaching nine in ten staff agree that their job makes good use of their skills and abilities.

<table>
<thead>
<tr>
<th>Most positive scoring areas</th>
<th>2019 (% change from 2017)</th>
<th>2017</th>
<th>BMG LA Benchmark (% difference)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I look for ways to do my job more efficiently</td>
<td>94% (0%)</td>
<td>94%</td>
<td>No comparison</td>
</tr>
<tr>
<td>My manager trusts me to do my job properly</td>
<td>90% (0%)</td>
<td>90%</td>
<td>No comparison</td>
</tr>
<tr>
<td>I have a clear understanding of the standard of performance expected of me</td>
<td>89% (+1%)</td>
<td>88%</td>
<td>No comparison</td>
</tr>
<tr>
<td>In my job I make good use of my skills and abilities</td>
<td>86% (+4%)</td>
<td>82%</td>
<td>71% (+15)</td>
</tr>
<tr>
<td>I am subject to personal harassment at work in the form of unkind words and behaviour (Disagree)</td>
<td>86% (+3%)</td>
<td>83%</td>
<td>No comparison</td>
</tr>
<tr>
<td>I understand the need for change in the Council</td>
<td>86% (-1%)</td>
<td>87%</td>
<td>79% (+7%)</td>
</tr>
</tbody>
</table>

2.7 In terms of the lowest scoring indicators in the survey, 20% of staff agree that communications between units/department within the Council are good, with 37% that actively disagree with this. This has increased since 2017 but is some way behind the LA benchmark. Additionally, three in ten staff agree that they understand what other departments in the Council do, further highlighting opportunities to strengthen understanding of work across the Council.

2.8 Perceptions of senior management is also an area that offers opportunities for improvement; with 38% agreeing that Senior Management lead by example in demonstrating the Council’s values and 39% of colleagues agreeing they have confidence in senior managers at the Council. However, both of these areas have improved since 2017 and are broadly aligned with the BMG Local Authority benchmark.

<table>
<thead>
<tr>
<th>Least positive scoring areas</th>
<th>2019 (% change from 2017)</th>
<th>2017</th>
<th>BMG LA Benchmark (% difference)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I think communications between units/department within the Council are good</td>
<td>21% (+3%)</td>
<td>18%</td>
<td>42% (-21%)</td>
</tr>
<tr>
<td>I understand what other departments in the Council do</td>
<td>30% (+1%)</td>
<td>29%</td>
<td>No comparison</td>
</tr>
<tr>
<td>I believe that action will be taken on the findings identified in this survey where possible</td>
<td>34% (0%)</td>
<td>34%</td>
<td>34% (0%)</td>
</tr>
<tr>
<td>Senior management lead by example, demonstrating the Council's values</td>
<td>38% (+3%)</td>
<td>35%</td>
<td>35% (+3%)</td>
</tr>
<tr>
<td>I have confidence in the senior managers of the Council</td>
<td>39% (+5%)</td>
<td>34%</td>
<td>40% (-1%)</td>
</tr>
</tbody>
</table>
Survey Overview by Themes

2.9 A simple and effective way to assess where the RMBC staff feel their organisation is performing well and not so well is to group the questions within themes and give each theme an index score.

2.10 The list below shows the 13 themes covered by the 2019 survey with the index score calculated as the average (mean) level of agreement to each question within that theme in the questionnaire.

![Themes Overview]

3. Options considered and recommended proposal

3.1 The staff survey results demonstrate the positive progress across the Council since the last survey in 2017, with many areas having improved and showing a positive direction of travel. No areas have declined corporately compared with the 2017 Staff Survey. The workforce is increasingly engaged with the Council’s vision, strategy and they understand where the Council is heading, including its challenges. Perceptions of openness and honesty are increasing and the Council has seen positive change in terms of observed behaviour and values. However, there are several areas for improvement and future action planning, both Council-wide and within Directorates.

Communications

3.2 Further exploratory work is being done within directorates and corporately to fully understand the issues, seek colleagues’ views and to formulate action plans to improve inter-directorate and Council wide communications and corporate understanding.
Senior Management

3.3 There has been progress since 2017 around the perception of senior managers in the Council but this continues to be a priority area. The Rotherham Leader development programme will continue to build leadership and organisational change capability across the Council and staff workshops have been used to explore how senior managers can be used to improve communications within and across service areas.

Job Satisfaction & Work-life balance

3.4 Metrics in this area are slightly below the BMG LA benchmark. Responses show Directorates with greater job satisfaction generally have greater pressures. This needs to be explored further through focus groups in order to identify how practices in Directorates with more positive responses in these areas have achieved these results so that good practice can be shared across the Council. It is important that staff feel their work is worthwhile and a corporate volunteering initiative may help in this regard, something which has been identified through Working Together employee engagement events.

4. Consultation on proposal

4.1 Regular consultation has taken place with Trade Unions. Results have been discussed corporately and within directorates.

5. Timetable and Accountability for Implementing this Decision

5.1 Five further workshops were delivered during December with 54 colleagues from across the Council. These focused on improving communications, perception of senior management, job satisfaction and work life balance. The content of those discussions and suggestions will form the basis of a corporate action plan that will be shared in early 2020. Directorates are separately using their results to identify best practice and areas for improvement.

6. Financial and Procurement Advice and Implications

6.1 None

7. Legal Advice and Implications

7.1 None

8. Human Resources Advice and Implications

8.1 Engaged employees, who have good quality jobs and are managed well are happier, healthier and more fulfilled both at work and in their home lives. Employees with higher engagement are more likely to drive productivity, provide better services and be innovative.
9. Implications for Children and Young People and Vulnerable Adults

9.1 Clients of Adults and Children’s Services will benefit from better quality services delivered by higher motivated employees.

10. Equalities and Human Rights Advice and Implications

10.1 There are no equalities or Human Rights Advice associated with the report.

11. Implications for Partners

11.1 There are no implications for partners.

12. Risks and Mitigation

12.1 Failure to act on areas of low engagement could result in higher turnover, higher sickness absence and lower quality services to be delivered.

13. Accountable Officer(s)

Shokat Lal Assistant Chief Executive
Lee Mann Assistant Director HR & OD

This report is published on the Council's website.
Committee Name and Date of Committee Meeting
Overview and Scrutiny Management Board – 29 January 2020

Report Title
Update on the High Needs Block

Is this a Key Decision and has it been included on the Forward Plan?
No

Strategic Director Approving Submission of the Report
Sally Hodges, Interim Strategic Director of Children and Young People's Services

Report Author(s)
Neil Hardwick, Head of CYPS Finance
neil.hardwick@rotherham.gov.uk

Ward(s) Affected
Borough Wide

Report Summary
This paper summarises the increase in the number of Education and Health Care Plans, the growth in demand for specialist provision and the financial position in 2019/20 of the High Needs Block of the Dedicated Schools Grant (DSG) and the revised cumulative deficit. The recent growth in volume through increased demand for special educational places and the impact on cost is outlined and compared against previous years.

The High Needs Block Recovery Plan aims to bring in-year expenditure in line with the annual budget allocation and focus on a longer term plan which will contribute to reducing the cumulative deficit.

Recommendations
OSMB is asked to:

1. Note the growth in Education Health and Care Plans in Rotherham and the increased demand for specialist education provision.

2. Note the financial model proposed in the High Needs Block Deficit Recovery Plan.

3. Note the arrangements for the management of the Dedicated Schools Grant deficit.

4. Note the recent Education and Skills Funding Agency Consultation on changes to the conditions of the DSG Grant.
List of Appendices Included
None

Background Papers
DfE DSG Deficit Recovery Plan Guidance
SEMH Strategy Paper (Cabinet February 2018)
Special Educational Needs and Disabilities (SEND) Sufficiency Strategy (Cabinet May 2019)

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required
No

Exempt from the Press and Public
No
Update on the High Needs Block

1. Background

1.1 Rotherham faces considerable pressure in continuing to meet the needs of pupils with Special Educational Needs and Disabilities (SEND). There are increasing numbers of pupils with an Education, Health and Care Plan (EHCP) and in-borough special school provision is currently over-subscribed.

1.2 Wherever possible children and young people should have their needs met in their chosen mainstream setting, educated alongside their peers within their local community. However, for children with more complex needs specialist, settings are sometimes more appropriate. Whether they are educated in mainstream schools or through specialist provision, these children and young people have a right to have their educational needs met. Funding for specialist education provision is provided from the High Needs Budget – part of the Dedicated Schools Grant (DSG).

1.3 The Dedicated Schools Grant is a ring-fenced grant from the Department for Education (DfE) to fund education provision. It is made up of four funding blocks:

- Schools – Individual mainstream schools and academies.
- High Needs – funding for the education of pupils with an identified Special Educational Need (SEN) and normally subject to an Education, Health and Care Plan (EHCP). The funding is for pupils from ages 0-25 in a range of provision including special schools, mainstream schools, alternative provision and independent specialist provision. It also contributes to council expenditure for Inclusion services.
- Early Years – Two year old funding; Early Years Funding in schools and private, voluntary and independent provision (PVIs); and local authority retained expenditure for under five year olds.
- Central School Services – funding for retained duties and on-going responsibilities (former ESG, central licences managed by the Education and Skills Funding Agency (ESFA), admissions)

1.4 Schools, Early Years Services and Central School Services are delivered within their respective funding block allocation. The High Needs Block in Rotherham is overspending. This position is consistent with the majority of local authorities.

1.5 Rotherham is a relatively low funded authority and has seen significant pressures on the High Needs Block for many years. The funding for this block has historically been at less than 10% of the overall DSG. The High Needs Budget allocation has increased year on year but, partly due to Rotherham’s low funding baseline compared to neighbouring boroughs and nationally, the budget uplifts have not been sufficient to match the acceleration in demand and increase in the cost of provision.

1.6 During 2017/18 the ESFA required local authorities to undertake a historic spend data DSG block realignment exercise. The High Needs block was realigned after taking account of a £2.9 million transfer from the Schools block
in 2016/17 and an additional £3 million transfer in 2017/18. Prior to this exercise Rotherham consistently had a lower High Needs allocation than its statistical neighbours and the transfers helped limit the impact of rising costs associated with the increasing demand for SEND provision in the borough.

1.7 Rotherham’s Alternative Provision settings have developed expertise in meeting the needs of children with social, emotional and mental health needs. Some children are now placed at Aspire and Rowan because this setting is named in their EHCP as the best option to meet need. During recent years Rotherham has faced growing pressure on the High Needs Budget which has resulted in year on year deficits. In 2015/16 the High Needs in-year deficit was £1.004m, but in the last three financial years the annual HNB deficit has been £5m, leading to a HNB deficit of £15.8m and overall DSG deficit of £15.1m.

1.8 Over the same three year period the number of children and young people with EHCPs and their predecessor. Statement of Special Educational Need (SEN) has grown. The SEN code of practice, published in January 2014 required all local authorities to convert statements of SEN to an EHCP. In 2015/16 (Jan-16) the number of EHCP/SEN was 1,230 and in November 2019 this stands at 2,290.

1.9 In addition to providing education provision for children with SEND the High Needs Block also funds Alternative Provision (Pupil Referral Units) for those pupils that have been permanently excluded from schools and academies or some on roll at AP to meet their SEMH needs. The number of pupils in Alternative provision has increased from 146 in January 15 to 199 in October 2019.

2. Key Issues

2.1 The number of EHCPs in Rotherham is 2,290 as at the 18th November 2019. A significant deficit on the high needs budget has been evident for the last three years in spite of increases to the annual allocation. Over the same period, the number of children and young people with EHCPs has dramatically increased.

2.2 The high needs budget has increased, through annual uplifts and transfers of funding from the Schools Block, however this has not been sufficient to keep up with demand for specialist and bespoke education places, see the graph below which identifies the year on year increase in EHC plans.
2.3 There has been a continued significant increase in the number of children with SEND who require High Needs support due to:

- The extension of support to young people up to the age of 25 (previously up to age 19) for which local authorities have received no additional funding.
- The needs of children with special educational needs and/or disabilities are becoming more complex and this is driving increased financial pressures across the system.
- Rotherham’s special school provide high quality provision and parental demand is high, where demand outstrips the number of places parents are requesting that the local authority provides a place with an independent provider. There is a shortage of local specialist educational provision to meet need, particularly in relation to ASD and SEMH, and this is resulting in increased specialist placements with independent providers, some of which are located outside of the local area.
- The additional support identified in an EHCP is provided through the payments of top-ups. These requests are increasing.

2.4 The DfE have provided information for 2010 - 2018 and this shows growth in EHCPs across most age groups, however in terms of provision the number of EHCPs in mainstream education has remained constant whilst there is significant growth in special schools, independent providers and further education.

2.4 The demand in Rotherham is attributed to combination of those factors evidenced through the ADCS survey. Rotherham’s High Needs budget allocation had gone up, but at a much slower rate than demand. If spend per child were capped to achieve a balanced budget there would be a risk that we
were not performing our statutory duties to meet the needs of children and support them to achieve positive outcomes. Where parents feel that the local area has not responded to assessed need appropriately this can be escalated through a tribunal process, incurring additional costs.

2.6 In addition, local areas are inspected to assess how effective the system is in meeting the needs of children with SEMH and adhering to the code of practice. Rotherham’s SEND inspection remains pending.

2.7 The table below shows the educational setting for children and young people with education and health care plans and where there are increases (and pressures) in terms of placements

Table 2: Education Placement Mix – January 2015 to September 2019

<table>
<thead>
<tr>
<th>Number of EHCP/SEN Jan-15</th>
<th>EHCPs across settings Jan-15</th>
<th>Number of EHCP/SEN Sept 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>1,061</td>
<td>2,235</td>
</tr>
<tr>
<td>Rotherham Mainstream Education</td>
<td>433</td>
<td>40.80%</td>
</tr>
<tr>
<td>Rotherham Special Schools</td>
<td>535</td>
<td>50.40%</td>
</tr>
<tr>
<td>Rotherham - Pupil Referral Units</td>
<td>17</td>
<td>1.60%</td>
</tr>
<tr>
<td>Out of Authority Provision</td>
<td>68</td>
<td>6.40%</td>
</tr>
<tr>
<td>Rotherham Other Provision (P-16 &amp; EOTAS)</td>
<td>8</td>
<td>0.80%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EHCP Growth Jan-15 to Sep-19</th>
<th>EHCP growth across Settings %</th>
<th>Percentage of additional EHCP places compared to Jan-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,174</td>
<td></td>
</tr>
<tr>
<td>Rotherham Mainstream Education</td>
<td>182</td>
<td>15.50%</td>
</tr>
<tr>
<td>Rotherham Special Schools</td>
<td>196</td>
<td>16.70%</td>
</tr>
<tr>
<td>Rotherham Pupil Referral Units</td>
<td>90</td>
<td>7.67%</td>
</tr>
<tr>
<td>Out of Authority Provision</td>
<td>262</td>
<td>22.32%</td>
</tr>
<tr>
<td>Rotherham Other Provision (P-16 &amp; EOTAS)</td>
<td>444</td>
<td>37.82%</td>
</tr>
</tbody>
</table>

2.8 In table 2 the areas of cost pressure are clear. All settings have experienced increased demand since 2015. Use of out of authority places has more than tripled.
3. Current High Needs Block Projection

3.1 The 2019/20 High Needs Block (HNB) is £34.5m (including the £2.8m transfer from the schools block) and remains under significant pressure due to rising numbers of children supported in specialist provision, the rising costs of Education Health Care (EHC) plans and growth in numbers accessing Alternative Provision.

3.2 The forecast at the end of October 2019 shows an in-year pressure of £3.3m, an increase of £867k on the previous period. The projections are based on the DSG recovery plan assumptions and includes increases on AP places, anticipated growth on EHC numbers and the implementation of new developments linked to the SEND Sufficiency Strategy, see table below for details:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Schools</td>
<td>13,526,593</td>
<td>675</td>
<td>681</td>
<td>14,237,728</td>
<td>14,304,553</td>
<td>66,825</td>
<td>14,304,553</td>
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<tr>
<td>Primary Schools</td>
<td>126,990</td>
<td>15</td>
<td>15</td>
<td>92,629</td>
<td>92,629</td>
<td>0</td>
<td>92,629</td>
<td>0</td>
</tr>
<tr>
<td>Secondary Schools</td>
<td>194,719</td>
<td>20</td>
<td>15</td>
<td>194,719</td>
<td>194,719</td>
<td>0</td>
<td>194,719</td>
<td>0</td>
</tr>
<tr>
<td>Top-Up Funding</td>
<td>5,712,280</td>
<td>1,299</td>
<td>1,292</td>
<td>5,001,145</td>
<td>5,200,372</td>
<td>199,227</td>
<td>5,217,670</td>
<td>-17,298</td>
</tr>
<tr>
<td>Alternative Provision</td>
<td>4,238,806</td>
<td>198</td>
<td>198</td>
<td>4,617,666</td>
<td>5,228,988</td>
<td>611,322</td>
<td>4,724,464</td>
<td>504,524</td>
</tr>
<tr>
<td>External Residential</td>
<td>1,980,227</td>
<td>41</td>
<td>40</td>
<td>2,103,907</td>
<td>3,165,830</td>
<td>1,061,923</td>
<td>3,165,830</td>
<td>0</td>
</tr>
<tr>
<td>Independent Service Providers</td>
<td>4,585,374</td>
<td>155</td>
<td>132</td>
<td>4,435,481</td>
<td>5,710,354</td>
<td>1,274,873</td>
<td>5,358,782</td>
<td>351,572</td>
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<tr>
<td>Inclusion Services</td>
<td>2,333,618</td>
<td>0</td>
<td>0</td>
<td>2,209,938</td>
<td>2,273,718</td>
<td>63,780</td>
<td>2,282,751</td>
<td>-9,033</td>
</tr>
<tr>
<td>Other Education Services</td>
<td>469,150</td>
<td>24</td>
<td>24</td>
<td>446,543</td>
<td>459,798</td>
<td>13,255</td>
<td>422,264</td>
<td>37,534</td>
</tr>
<tr>
<td>CPP &amp; FE Places</td>
<td>1,126,000</td>
<td>362</td>
<td>380</td>
<td>1,134,000</td>
<td>1,134,000</td>
<td>0</td>
<td>1,134,000</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>34,293,757</td>
<td>2,789</td>
<td>2,777</td>
<td>34,473,757</td>
<td>37,764,962</td>
<td>3,291,205</td>
<td>36,897,662</td>
<td>867,300</td>
</tr>
</tbody>
</table>

3.3 Whilst the main overspends compared to budgets are linked to alternative provision, high cost external residential and ISP placements £2.9m this is due to the requirement to delegate funding to special schools, pupil referral units and top-ups.

3.4 In line with DfE requirements, a deficit recovery plan was submitted to the Department of Education in July 2019. They have reviewed the recovery plan and will be arranging a joint visit in February with representation from the department’s funding and Special Education Needs teams to support the LA in developing our recovery plan further.

4. Adherence to the High Needs Block Recovery Plan

4.1 The aim of the DSG Deficit Recovery plan was to reduce the annual pressures on the High Needs Block and move Rotherham to a position where we are operating within our annual HNB allocation within the next three years. The estimated annual pressures in the plan are:

- 2019/20 £1,387m
- 2020/21 £692k
- 2021/22 £380k
4.2 The Deficit Recovery plan has several assumptions see paper 6a which includes the continued DSG School Block redirection at 1.5%, the impact of the SEND sufficiency strategy, new provision coming on line, etc. As part of the recovery plan a placement profile was created to monitor the progress of various initiatives and the effect any variances to the plan would have on budgets.

4.3 As outlined in section 4.2 the current estimated pressures on the HNB are £3.291m and the variances to the DSG Deficit Recovery £1.387m are highlighted in the table below, with further explanation in the following paragraphs:

<table>
<thead>
<tr>
<th>Area</th>
<th>Variance to Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Care Placements</td>
<td>275,945</td>
</tr>
<tr>
<td>Education Residential</td>
<td>-58,008</td>
</tr>
<tr>
<td>ISP</td>
<td>430,904</td>
</tr>
<tr>
<td>Post 16 ISP</td>
<td>-81,587</td>
</tr>
<tr>
<td>Post 16</td>
<td>182,439</td>
</tr>
<tr>
<td>PRU</td>
<td>682,100</td>
</tr>
<tr>
<td>EOTAS</td>
<td>165,413</td>
</tr>
<tr>
<td>Other LA Places</td>
<td>155,422</td>
</tr>
<tr>
<td>Resource Units</td>
<td>-34,356</td>
</tr>
<tr>
<td>Special Schools</td>
<td>35,163</td>
</tr>
<tr>
<td>Other</td>
<td>150,203</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,903,638</strong></td>
</tr>
</tbody>
</table>

4.4 Social care residential placement numbers and unit costs are currently higher than those in the plan. Place numbers are higher by 7 with a unit cost £15k over those budgeted. Work is ongoing to review Looked After Children plans to ensure each child is in the right setting. Delays in the opening of Rainbows Corner, which would see the opportunity to return to Rotherham, up to 5 five young people in social care residential provision has also impacted on these cost pressures.

4.5 The Independent Specialist Provider (ISP) sector for under 16s has seen placement numbers and costs above those in the budget profile. Numbers are currently 20 above plan with unit costs £5k higher. However, progress has been made on the number of students in expensive post 16 ISP placements this is below plan by 3 with costs being on average £2k lower per placement. This suggest that phase one of the SEND sufficiency strategy was effective in creating sixth form places at Willows and supporting the Rotherham Opportunities College to open.

4.6 Post 16 contracts with Morthing are above plan both in terms of students and unit cost the Really NEET project is currently above numbers planned but with a unit cost below plan. ROC placements are meeting the plan both in terms of numbers and costs. The CYPS commission team are working with providers to seek to negotiate more cost effective rates. However, Morthing and Really NEET both offer more cost effective arrangements than some out of area provision.
4.7 The cost of Pupil Referral Unit (PRU) placements has put a pressure on the High Needs DSG budget of £682k. This mainly due to the need for additional budget for Primary Outreach £204k and additional funding for commissioned Places £585k.

4.8 Other variances against plan include Education Other Than at School (EOTAS) support packages £165k over against the recovery plan and other LA placements £155k over.

4.9 The recovery plan also reflects the SEND Strategy and opening of local provision with 125 places in phase 1 of which 90 have now been delivered which are positively impacting on the High Needs Block. Phase 2 projects are also now being progressed with the intention of creating 111 additional local places from September 2019 onwards.

5. Next Steps

5.1 The key areas we need to continue to focus on to reduce the current High Needs Block pressures are:

5.1.1 The SEND Sufficiency Strategy will create new places for children with SEN needs within Rotherham schools. The new places will avoid continued growth in the use of places in high cost, independent provision outside the borough. There may also be opportunities, through the process to review each child’s EHCP annually, to identify where children who are currently out of borough may have their needs made locally; this is most likely to apply when children are at key transition points.

5.1.2 Phase two of the SEN Sufficiency Strategy is to create additional SEN places linked to mainstream schools and academies. The implementation phase of this strategy will seek to achieve value for money for each of these school places.

5.1.3 There is currently pressure on the High Needs Budget due to the number of children who are permanently excluded from mainstream school and accessing specialist provision at a Pupil Referral Unit. A review of these arrangements will support joint work with schools to implement the Social, Emotional and Mental Health Strategy and reduce the number of permanent exclusions.

5.1.4 The commissioning team will work closely with providers to ensure that contract management arrangements are robust and support the Local Authority to achieve value for money on all placements in high cost provision.

5.1.5 A whole system approach, including a review of the local authority’s inclusion services, and work with schools as well as parents and carers, will seek to provide support for children with SEN as early as possible, to meet need effectively, and prevent the need for higher cost specialist provision. There is a need to build confidence in the quality of support provided in mainstream schools, and to demonstrate the positive outcomes that children achieve locally; this will support a reduction in the
number of parents who express a preference for independent placements outside the borough.

- A review of high cost, external education provision to reduce cost and move children back into Rotherham educational provision;
- Develop additional SEN provision in Rotherham linked to mainstream schools and academies;
- Review of the exclusions strategy and Alternative Provision
- Work with schools and academies to maintain pupils in mainstream settings wherever possible;
- We are also currently undertaking an in depth review of Independent Sector placement expenditure in partnership with the Commissioning service.
- A review of inclusion services provided by the Council
- Strengthen parent and carer knowledge the offer from available and suitable Rotherham provision in the early stages of the Education, Health and Care Plan process to minimise out of authority parental preference.

5.2 It is important to note that the £3.3m of pressures are currently being dampened by the £2.8m redirection from the Schools Block, and if this had not taken place the pressure would be £6.1m.

5.3 As colleagues may be aware Rotherham are due to receive an additional £4.8m in 2020/21 as part of the recent spending announcements, however these additional monies will not be sufficient to enable us to operate within our High Needs Block annual allocation and also work towards reducing the overall DSG reserve deficit. **It is due to these circumstances that we are continuing to request the 1.5% transfer from the Schools Block to the High Needs Block.**

5.4 A recent ESFA Consultation on proposed changes to the conditions of the DSG Grant outlined that local authority must carry forward the whole of the overspend to the schools budget in future years. The local authority may not fund any part of the overspend from its general resources, unless it applies for and receives permission from the Secretary of State to do so. **If these consultation proposals are implemented it will be for the Education sector as a whole to work together to reduce the DSG Deficit pressures and bring the DSG reserve back into balance.**

5.5 The ESFA have now reviewed Rotherham’s Deficit Recovery plan and will be arranging a visit in February with representation from the departments Funding and Special Education Needs teams to support the LA in developing our recovery plan further.

6. **Consultation on proposal**

6.1 The DSG Deficit recovery plan has been approved by School Forum, CYPS DLT and the section 151 Officer as part of the submission requirements to the Department for Education.
7. **Timetable and Accountability for Implementing this Decision**

7.1 The DSG Deficit Recovery plan is a 3 year financial recovery plan with the purpose of the DSG High Needs Block operating within the annual allocation at the end of the 3 year period.

8. **Implications for Partners**

8.1 The DSG deficit recovery plan has been completed in partnership with the School Forum. The successful implementation of the recovery plan relies on the support of schools and academies within the borough.

9. **Risks and Mitigation**

9.1 The recovery plan is based on an estimated growth in Education Health Care plans and development of new provision within the borough as outlined in the SEMH and SEND Sufficiency strategies. There is a risk that EHC growth may change or level of needs which will therefore impact on the achievability of the plan.

10. **Name and contact details**

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Committee Name and Date of Committee Meeting
Overview and Scrutiny Management Board – 29 January 2020

Report Title
Update on the Strategy to Increase In-House Foster Carers and Related Budget Profile and Targets

Is this a Key Decision and has it been included on the Forward Plan?
No

Strategic Director Approving Submission of the Report
Sally Hodges, Interim Strategic Director of Children and Young People's Services

Report Author(s)
Neil Hardwick, Head of CYPS Finance
Jenny Lingrell, Assistant Director Commissioning, Performance & Inclusion

Ward(s) Affected
Borough Wide

Report Summary
The report builds upon previous reports to OSMB which identified the activity that is in progress to increase the number of in-house foster carers, and the impact that this will have on the fostering targets and budget profile.

Recommendations
Overview and Scrutiny Management Board is asked to:

1. Note the fostering placement budget and target profiles for in-house fostering and independent fostering placements.

2. Note the activity that will increase the number of foster carers in the final quarter of 2019/20 and throughout 2020/21.

List of Appendices Included
None

Background Papers
Revised Foster Carer Fees and Allowances Payment Scheme Cabinet – 08 July 2019

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No
Council Approval Required
No

Exempt from the Press and Public
No
Update on the Strategy to Increase In-House Foster Carers and Related Budget Profile and Targets

1. Background

1.1 The vision in Rotherham is ‘Working with Rotherham’s children, young people and families to be safe, resilient and successful’. The Council is seeking to improve the care experience for children in Rotherham by ensuring that wherever possible they are looked after in a foster family environment.

1.2 It is well understood that the needs of children and young people can only be met effectively if they live in an environment that provides a high quality of care and support, generally within a family home setting and in a geographical location that is familiar. Wherever possible, children and young people should be placed within their own community which enables them to continue to have contact with the people and community of the most importance to them, thus promoting identity and a strong sense of self, fundamental to resilience in later life. In addition, placing children in the RMBC area ensures a better oversight and control over educational provision and other support services such as health, including support from Child and Adolescent Mental Health Services (CAMHS).

1.3 Recruitment and retention of in-house foster carers is at the heart of Rotherham’s LAC Sufficiency Strategy; 82% of Rotherham’s LAC population are in family-based settings, however, more children are placed through Independent Fostering Agencies (IFA) than with in-house foster carers. In 2018/19 the Council spent £11.122m on 263 IFA placements compared to £3.188m on 167 in-house placements, equating to a 61/39% split respectively.

1.4 The objective of the LAC Sufficiency Strategy is to change the placement mix; increasing the proportion of Looked After Children placed with in-house foster carers. The activity outlined in this report are part of delivering that change. Increasing the number of in-house carers is critical to ensuring that Rotherham:

- Has a range of suitable placements available to meet current and future placement needs.
- Is able to reduce overall placement costs and avoid more expensive Independent Fostering Agency (IFA) and out of borough residential placements.
- Is able to meet the needs of individual children and young people in our care by creating stable, secure and high quality family placements.
- Supports children and young people in our care to maintain contact with birth families, essential services and their local community.
2. **Key Issues**

2.1 In order to set a robust budget for 2019/20 and 2020/21 a review of the CYPS budget was undertaken in order to identify cost reductions that can be expected to be achieved over and above delivery of the budget savings.

2.2 To reduce the budget pressure and achieve the budget savings means reducing spend in CYPS by £9.7m in 2019/20 and by £19.9m in 2020/21.

2.3 A major element in the reduced budget estimates is the placement projections which reflect a transfer in the number of high cost to lower cost placements, combined with a reduction in LAC numbers from 654 to 600 by March 2020 and to 541 by March 2021, see table below for the net original budget profile changes.

<table>
<thead>
<tr>
<th>LAC Reductions</th>
<th>19/20</th>
<th>20/21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Residential</td>
<td>-31</td>
<td>-18</td>
<td>-49</td>
</tr>
<tr>
<td>Block Contracts</td>
<td>13</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>IFA’s</td>
<td>-44</td>
<td>-49</td>
<td>-93</td>
</tr>
<tr>
<td>In-house</td>
<td>8</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>-54</strong></td>
<td><strong>-59</strong></td>
<td><strong>-113</strong></td>
</tr>
<tr>
<td>Adoptions</td>
<td>30</td>
<td>30</td>
<td>60</td>
</tr>
</tbody>
</table>

2.4 The LAC Sufficiency Strategy will not be achieved through the increase in in-house foster carers alone. There is also activity to increase the number of in-borough residential placements, and ensure that the right commissioning frameworks are in place to manage placements with Independent Fostering Agencies and placements of children over the age of 16 in supported accommodation. The ongoing delivery of the House Project will also support Care Leavers to move into their own tenancy. The Right Child, Right Care project will work to reduce the overall number of children who are Looked After.

3. **Actions to Increase Children Placed with In-house Foster Carers**

3.1 To achieve growth in the number of young people placed with in-house foster carers CYPS have implemented the following workstreams:

3.1.1 **A revised fees and allowances payment scheme for in-house foster carers to encourage additional placements within existing approved fostering households**

The Allowance Scheme was reviewed in July 2019 following full consultation with the Foster Carer Association. This review took place in recognition of the fact that the existing allowance did not sufficiently incentivise carers to take more than one placement or children from the older age ranges. Following the launch of the new scheme 11 foster carers expressed an interest in offering 12 new placements and their change in approval is being progressed through the Foster Panel process with a view to completion by the end of January.
3.1.2 Introduced the Muslim Foster Carer project
There have been two community events hosted by the Rotherham Muslim Community Forum to highlight the need of looked after children from the Muslim faith to be offered more religiously and culturally matched placements. In addition this project has highlighted for the community that fostering and adoption is wholly within the key principles of the Muslim faith. Given the legacy of issues between the Council and the Muslim community this was always going to be a 'slow burn process' and a third community event is currently being planned to sustain the momentum already achieved. There has also been a lot of learning to be had on both sides to ensure that resources are best directed and it has become clear that there are some significant barriers to members of the Muslim community being assessed in a reasonable timescale e.g. the need to seek appropriate references from agencies in Pakistan. This has unduly aggravated the drop-out rate. At present there has only been one prospective carer progressed to a full assessment with one other about to commence but the learning curve has been steep and RMBC remains very much a pioneer local authority in this work.

3.1.3 Allocated capital funds for Pathways to Care to deliver adaptations to the homes of foster carers, allowing them to have an additional child in placement.
The Pathways to Care policy was revised in April 2019 to ensure it was focussed very much on reducing the numbers of looked after children and reliance on out of authority placements by:-

- Increasing bedroom capacity for existing foster carers to enable them to take an additional placement.
- Enabling extended family members to become ‘Kinship Foster Carers’ for a named child where a lack of bedroom space would have been otherwise prohibitive.
- Supporting extended family members to assume the care of a child via Special Guardianship Orders/Child Arrangement Orders and therefore prevent the child becoming looked after when again the lack of bedroom space would be prohibitive.

This last criterion is by far the most common cause for the Policy to be implemented and has successfully diverted 5 children from being looked after this financial year. In addition there is one existing foster carer whose building works are about to commence and another at the start of the approval process which will provide 2 additional placements in total. Given that the average cost for an Independent Foster Agency placement is c.£45k per annum and there is a tapered repayment scheme should the carers end their fostering career or the child leave the household within a 10 year timescale this remains a cost effective investment.

3.1.4 Agreed a Strategic Partnership with Brightsparks
In September 2019, Rotherham entered into an agreement with Bright Sparks to fundamentally change the way that the foster carer recruitment strategy. Bright Sparks is a creative communications and business development agency that works exclusively with social purpose organisations to help them start up, grow and improve services they provide that make a difference to people’s lives and society.
Bright Sparks have developed a social media campaign, built on the Rotherham brand and values, and promoting key messages to potential foster carers. They also manage a media buying strategy that promotes the Rotherham message via Google, Facebook and Instagram.

Bright Sparks have developed a purpose-built website to promote the Rotherham offer. The website has the necessary technical functionality to capture interest from the social media campaign. The Customer Relationship Management tools ensure that media buying is targeted to encourage repeat visits to the Rotherham website, and would make use of tools such as a live web chat, blog posts and email.

Since the campaign was launched, there have been 2 million page impressions and 1.5k unique visitors to www.fosteringrotherham.com. 603 direct enquiries have been received via live chat, website forms, email and social media. 54 face to face information visits have been booked.

If 50% of the current enquiries progress to become approved foster carers, this would be 6.5 new foster carers by the end of March 2020. If the rate of conversion increases to 75% this would be 9 new foster carers. It is planned that this level of activity will continue throughout 2020.

4. Monitoring the Recruitment & Deregistration of In-house Foster Carers

4.1 CYPS have established and implemented a performance monitor to track the number of foster carers recruited and deregistered in the current financial year. The monitoring report also identifies the number of carers at each stage of the process.

4.2 Work is currently ongoing to enhance the current monitoring reports to estimate the number and timescales of future foster care approvals based on the number of potential foster carers at each stage of the recruitment process.

5. Timetable and Accountability for Implementing this Decision

5.1 The CYPS budget plan is a two year financial recovery plan which is to be achieved predominantly through safely reducing the caseloads in children’s social care and altering the current placement mix from high cost to more cost effective placements. One of the key elements of this strategy is growing the capacity of in-house foster carers.

6. Financial and Procurement Advice and Implications

6.1 The 2019/20 CYPS budget was based on a net increase of 8 in-house foster care placements and a reduction of 44 independent sector foster placements as set out in paragraph 2.3.
6.2 The position at the end of December is an actual increase to date of two children placed with in-house foster carers and a reduction of three independent fostering placements. The estimated projections from January to year end are an increase of 11 children placed with in-house foster carers and a further reduction of 16 independent fostering placements.

<table>
<thead>
<tr>
<th>Placement Type</th>
<th>Net Budget Nov 19</th>
<th>Net Forecast December</th>
<th>Net Variance (Dec Fore from Budget)</th>
<th>LAC No.s @ 31 March 19</th>
<th>Actuals Nov 19</th>
<th>Actuals Dec 19</th>
<th>Estimate Jan 20</th>
<th>Estimate Feb 20</th>
<th>Estimate Mar 20</th>
<th>Actual Variance Mar 19 to Dec 19</th>
<th>Estimated Variance 31 Mar 19 to 31 Mar 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>In - house Fostering</td>
<td>3,233,021</td>
<td>3,353,192</td>
<td>-120,171</td>
<td>147</td>
<td>154</td>
<td>149</td>
<td>151</td>
<td>153</td>
<td>160</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Fostering - Family &amp; Friends (included in above budget)</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>26</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total In-House Fostering</td>
<td>3,233,021</td>
<td>3,353,192</td>
<td>226,171</td>
<td>180</td>
<td>183</td>
<td>182</td>
<td>184</td>
<td>186</td>
<td>193</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Fostering Independent Places</td>
<td>11,451,566</td>
<td>11,122,231</td>
<td>-329,335</td>
<td>263</td>
<td>256</td>
<td>260</td>
<td>252</td>
<td>251</td>
<td>244</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Total Fostering Placements</td>
<td>14,684,587</td>
<td>14,575,423</td>
<td>-109,164</td>
<td>443</td>
<td>451</td>
<td>442</td>
<td>436</td>
<td>437</td>
<td>437</td>
<td>-1</td>
<td>-6</td>
</tr>
</tbody>
</table>

6.3 The CYPS placement budget is £31.2m with £24.8m allocated to LAC placements of which £14.7m is allocated to foster care placements. The budget position at the end of December is an £109k underspend across all fostering placement budgets as outlined in the table above.

6.4 The number of children placed with in-house foster care placements is estimated to be 160 at the 31 March 2020 compared to a 2020/21 budget of 182 on the 1 April 2020 which is a shortfall of 22. The budget target for 2020/21 is to increase the number of children placed with in-house foster carers by 47, and 229 in total.

6.5 The number of children placed with independent foster care placements is estimated to be 244 at the 31 March 2020 compared to a 2020/21 budget of 245 on the 1 April 2020 which is currently on target. The budget target for 2020/21 is to reduce the number of c

7. Risks and Mitigation

7.1 The net growth in capacity of in-house foster carers is based on having a competitive in-house foster carers fees and allowances payment scheme, a successful digital marketing service and an efficient assessment / recruitment process. There is a risk that the number of enquiries may not lead to the successful recruitment of foster carers or that the age bands and skills of the foster carers do not match the age range and skills required to support the children in care which will therefore impact on the achievability of the plan.

8. Name and contact details

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FORWARD PLAN OF KEY DECISIONS
1 January 2020 – 31 March 2020

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of Key Decisions due to be taken by the Authority and of those parts of the Cabinet meeting identified in this Forward Plan will be held in private because the agenda and reports for the meeting will contain confidential or exempt information as defined in the Local Government Act 1972.

Contact Information:-
Democratic Services
Riverside House
Main Street
Rotherham
S60 1AE

Email: james.mclaughlin@rotherham.gov.uk
Tel: 01709 822477
What is the Forward Plan?
The Forward Plan contains all the key decisions the Council expects to take over the next three months. It will be refreshed monthly and will give at least 28 days’ notice of any Key Decisions and, if applicable, the Cabinet’s intention to discuss an item in private. This gives you the opportunity to submit relevant documents to the decision maker concerning any individual Key Decisions and draws to your attention any relevant constitution process.

What is a Key Decision?
A Key Decision is one which is likely to:-

- relate to the capital or revenue budget framework that is reserved to the Council, or
- result in income, expenditure or savings of £400,000 or greater, or
- have a significant effect on two or more wards

A Key Decision can be made by the Cabinet. The Forward Plan also includes some matters which are not Key Decisions under the heading “Decisions which are not Key Decisions”.

What does the Forward Plan tell me?
The plan gives information about:

- what key decisions are to be made in the next three months;
- the matter in respect of which the decision is to be made;
- who will make the key decisions;
- when those key decisions are likely to be made;
- what documents will be considered;
- who you can contact for further information

Who takes Key Decisions?
Under the Authority’s Constitution, Key Decisions are taken by the Cabinet.

Key Decisions are taken at public meetings of the Cabinet. The Cabinet meets once a month on a Monday at 10.00am at the Town Hall, Rotherham.

Further information and Representations about items proposed to be heard in Private
Names of contact officers are included in the Plan.

If you wish to make representations that a decision which is proposed to be heard in private should instead be dealt with in public, you should contact Democratic Services by no later than five clear working days before the meeting. At the end of this document are extracts from the Local Government Act 1972 setting out the descriptions of information which may be classed as “exempt”, and the definition of confidential information.

The members of the Cabinet and their areas of responsibility are:-

<table>
<thead>
<tr>
<th>Councillor Chris Read</th>
<th>Leader of the Council</th>
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<tbody>
<tr>
<td>Councillor Gordon Watson</td>
<td>Deputy Leader of the Council and Cabinet Member for Children's Services and Neighbourhood Working</td>
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<tr>
<td>Councillor Saghir Alam</td>
<td>Cabinet Member for Corporate Services and Finance</td>
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<tr>
<td>Councillor Sarah Allen</td>
<td>Cabinet Member for Cleaner, Greener Communities</td>
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<tr>
<td>Councillor Dominic Beck</td>
<td>Cabinet Member for Housing</td>
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<tr>
<td>Councillor Emma Heddleott</td>
<td>Cabinet Member for Waste, Roads and Community Safety</td>
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<tr>
<td>Councillor Denise Lelliott</td>
<td>Cabinet Member for Jobs and Local Economy</td>
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<tr>
<td>Councillor David Roche</td>
<td>Cabinet Member for Adult Social Care and Health</td>
</tr>
<tr>
<td>Decision title</td>
<td>Date added to the Forward Plan</td>
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<tr>
<td>Yorkshire Purchasing Organisation - Potential Investment Opportunity</td>
<td>1 Nov 2020</td>
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<tr>
<td>Ethical Procurement Policy</td>
<td>1 Nov 2019</td>
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<tr>
<td>Designation of Selective Licensing Areas 2020-2025</td>
<td>1 Nov 2019</td>
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<tr>
<td>Swinton Town Centre Regeneration</td>
<td>1 Nov 2019</td>
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<tr>
<td>Library Strategy</td>
<td>1 Sept 2019</td>
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<tr>
<td>Decision title</td>
<td>Date added to the Forward Plan</td>
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<td>-------------------------------------------------------------------------------</td>
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<tr>
<td><strong>NON-Key Decisions to be taken on 20 January 2020</strong></td>
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<tr>
<td><strong>Assistant Chief Executive</strong></td>
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<tr>
<td>Councillor Representation on Outside Bodies – Appointment to Rotherham Citizens Advice Bureau</td>
<td>1 Jan 2020</td>
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<td><strong>Regeneration and Environment</strong></td>
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<tr>
<td>BT proposals to permanently remove the public phone box adjacent to 268 Kimberworth Road and 33 phone boxes across the borough</td>
<td>1 Nov 2019</td>
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</table>

**Key Decisions to be taken on 17 February 2020 or later**

**Adult Care, Housing and Public Health**
<table>
<thead>
<tr>
<th>Decision title</th>
<th>Date added to the Forward Plan</th>
<th>What is the decision?</th>
<th>Cabinet Portfolio</th>
<th>Who will be consulted</th>
<th>Documents to be considered</th>
<th>Wards affected</th>
<th>Is the decision to be made in private</th>
<th>Directorate and contact for further information</th>
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</thead>
<tbody>
<tr>
<td>New building based respite offer to replace current provision</td>
<td>1 Jan 2020</td>
<td>To approve the development and opening of Council respite facilities for people with disabilities in the borough and for the Council to deliver the service directly.</td>
<td>Adult Social Care and Health</td>
<td>Staff, Members and users for the service</td>
<td>Report</td>
<td>Borough-Wide</td>
<td>Public Report</td>
<td>Anne Marie Lubanski 01709 822397</td>
</tr>
<tr>
<td>Options for operational delivery of LAC Sufficiency Strategy (residential provision)</td>
<td>1 Nov 2019</td>
<td>Approval to develop an overarching business case, including an outline protocol, for the delivery of residential provision that is required for the operational delivery of the LAC Sufficiency Strategy.</td>
<td>Children’s Services and Neighbourhood Working</td>
<td>Members and appropriate Officers</td>
<td>Report and appendix</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Sally Hodges 01709 334162 <a href="mailto:sally.hodges@rotherham.gov.uk">sally.hodges@rotherham.gov.uk</a></td>
</tr>
<tr>
<td>December Financial Monitoring</td>
<td>1 Dec 2019</td>
<td>To note the current revenue and capital monitoring position and agree any required actions</td>
<td>Corporate Services and Finance</td>
<td>Relevant officers, Members and stakeholders</td>
<td>Report</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Judith Badger 01709 822046 <a href="mailto:judith.badger@rotherham.gov.uk">judith.badger@rotherham.gov.uk</a></td>
</tr>
<tr>
<td>Clean Air Zone Final Business Case</td>
<td>1 Jan 2020</td>
<td>To agree the Final Business Case to improve Air Quality in Rotherham</td>
<td>Waste, Roads and Community Safety Jobs and the Local Economy</td>
<td>Cabinet Members, Public, key stakeholders</td>
<td>Report and appendices</td>
<td>Borough-wide</td>
<td>Public Paper</td>
<td>Paul Woodcock 01709 823815 <a href="mailto:paul.woodcock@rotherham.gov.uk">paul.woodcock@rotherham.gov.uk</a></td>
</tr>
<tr>
<td>Review of Fleet Maintenance</td>
<td>1 Jan 2020</td>
<td>To agree the outcome of the review of fleet maintenance and the approach to the future delivery of the service.</td>
<td>Waste, Roads and Community Safety</td>
<td>Cabinet Member for Waste, Roads and Community Safety</td>
<td>Report and appendices</td>
<td>Borough-wide</td>
<td>Public Paper</td>
<td>Paul Woodcock 01709 823815 <a href="mailto:paul.woodcock@rotherham.gov.uk">paul.woodcock@rotherham.gov.uk</a></td>
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**CHILDREN AND YOUNG PEOPLE’S SERVICES**

**FINANCE AND CUSTOMER SERVICES**

**REGENERATION AND ENVIRONMENT**

**NON-KEY DECISIONS TO BE TAKEN ON 17 FEBRUARY 2020**
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<td>Annual Renewal Applications for Business Rates Discretionary Rate Relief</td>
<td>1 Dec 2019</td>
<td>To consider the recommendations for the annual renewal applications for Business Rates discretionary rate relief.</td>
<td>Corporate Services and Finance</td>
<td>Relevant officers, commissioners, members, and stakeholders</td>
<td>Report and Appendices</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Judith Badger 01709 822046 <a href="mailto:judith.badger@rotherham.gov.uk">judith.badger@rotherham.gov.uk</a></td>
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<td>KEY DECISIONS TO BE TAKEN ON 23 MARCH OR LATER</td>
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<td>Crisis support - outcome of co-design for provision of crisis support 2020-2023</td>
<td>1 Jan 2020</td>
<td>To report on the outcome of the co-design for the provision of crisis support for the years 2020-2023 following Cabinet approval of the process in October 2019.</td>
<td>Leader of the Council</td>
<td>Food in crisis partnership, voluntary sector advice providers; relevant officers</td>
<td>Report</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Shokat Lal 01709 822773 <a href="mailto:shokat.lal@rotherham.gov.uk">shokat.lal@rotherham.gov.uk</a></td>
</tr>
<tr>
<td>Climate Change Action Plan</td>
<td>1 Jan 2020</td>
<td>To approve the carbon strategy, action plan and target for reducing carbon emissions.</td>
<td>Cleaner Greener Communities</td>
<td>Relevant officers. The action plan will include future consultation activity.</td>
<td>Report and appendices</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Shokat Lal 01709 822773 <a href="mailto:shokat.lal@rotherham.gov.uk">shokat.lal@rotherham.gov.uk</a></td>
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<tr>
<td>January 2020 Financial Monitoring Report</td>
<td>1 Jan 2020</td>
<td>To note the current revenue and capital monitoring position and agree any required actions</td>
<td>Corporate Services and Finance</td>
<td>Relevant officers, Members and stakeholders</td>
<td>Report</td>
<td>Borough-wide</td>
<td>Public report</td>
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<td>Hackney Carriage and Private Hire Policy</td>
<td>1 Jan 2020</td>
<td>To adopt the Hackney Carriage and Private Hire Policy</td>
<td>Waste, Roads and Community Safety</td>
<td>Full public consultation has informed the Policy</td>
<td>Report and appendices</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Paul Woodcock 01709 823815 <a href="mailto:paul.woodcock@rotherham.gov.uk">paul.woodcock@rotherham.gov.uk</a></td>
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**NON-KEY DECISIONS TO BE TAKEN ON 23 MARCH OR LATER**

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<td>Council Plan Q3 Performance Report</td>
<td>1 Jan 2020</td>
<td>To report on the Council’s performance against the Corporate Plan for quarter 3 in 2019/20</td>
<td>All Portfolios, Lead Portfolio – Corporate Services and Finance</td>
<td>Appropriate officers, Members and Stakeholders</td>
<td>Report and appendices</td>
<td>Borough-wide</td>
<td>Public report</td>
<td>Shokat Lal 01709 822773 <a href="mailto:shokat.lal@rotherham.gov.uk">shokat.lal@rotherham.gov.uk</a></td>
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**ASSISTANT CHIEF EXECUTIVE**
DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
   a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
   b. to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

PART 2
QUALIFICATIONS: ENGLAND

Paragraphs 1-8 repealed.

9 Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.

10 Information which –
   a. falls within any of paragraphs 1 to 7 above; and
   b. is not prevented from being exempt by virtue of paragraph 8 or 9 above, is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

LOCAL GOVERNMENT ACT 1972
SECTION 100A(3) – DEFINITION OF CONFIDENTIAL INFORMATION

Confidential information means –
   a. information furnished to the council by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
   b. information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court;

and, in either case, the reference to the obligation of confidence is to be construed accordingly.