CORPORATE IMPROVEMENT BOARD

Venue: Town Hall, Moorgate Street, Rotherham.

Date: Monday, 12 January 2009

Time: 2.00 p.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.

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

3. Minutes of the previous meeting held on 17th November, 2008 (herewith) (Pages 1 - 3)

4. Matters Arising.

5. Children and Young People's Services - Assessment (Matt Gladstone to report)

6. CPA/Direction of Travel Update (Matt Gladstone to report)

7. Comprehensive Area Assessment - Self Evaluation (report herewith) (Pages 4 - 50)

8. Bids for RIEP Funding - South Yorkshire Region (paper herewith) (Pages 51 - 72)

9. Data Quality Management 2008 (report herewith) (Pages 73 - 85)

10. Corporate Improvement Plan (report herewith)) (Pages 86 - 109)

CORPORATE IMPROVEMENT BOARD
Monday, 17th November, 2008

Present:- Councillor Sharman (in the Chair); Councillors Austen, Sangster and Wyatt.

Apologies for absence:- An apology was received from Councillor Whelbourn.

18. **MINUTES OF THE PREVIOUS MEETING HELD ON 8TH SEPTEMBER, 2008**

Resolved:- That the minutes of the meeting held on 8th September, 2008 be approved as a correct record.

With regard to Minute No. 15 (CPA Direction of Travel), it was confirmed that a Members' seminar was now scheduled to take place on Tuesday, 3rd March, 2009.

19. **NATIONAL INDICATOR SET**

Tim Littlewood, Principal Officer Performance Management, presented the submitted report which detailed how in October, 2007 as part of the Comprehensive Spending Review (CSR) the Government published a consultation document outlining a new single set of 198 national indicators for Local Authorities and Local Authority Partners. The measures came into effect from 1st April, 2008 and would be used as part of Government's new performance assessment framework, Comprehensive Area Assessment.

This report set out the progress that had been made to date with introducing the national indicators and highlighted any issues and problems identified in relation to collection and reporting of the measures.

Of the National Indicators there were only three National Indicators that currently have no PI Manager assigned. This was due to requiring clarity on ownership of the measure. There were thirty-seven National Indicators that could not currently be reported on due to definition or data collection issues.

In addition, there were thirty-eight National Indicators could not currently be reported on, but they would be reportable by the 2008/09 year end.

Members of the Corporate Improvement Board expressed their concern at the length of time between reporting and performance reporting back given that the process was supposed to be simpler, but suggested that some of the training proposed for officers be extended to Members.

Discussion ensued on the inspection process, the driving forward of the Comprehensive Area Assessment through the Area Assemblies with appropriate training, sharing of results of the Place Survey with Co-

ordinating Groups of Area Assemblies and consistence of reporting across the borough.

Resolved:- (1) That the issues and problems identified in relation to the national indicator set be noted.

(2) That details regarding future training events be circulated to Members of the Corporate Improvement Board.

(3) That discussion take place with the Cabinet Member for Neighbourhoods on the training requirements for Area Assemblies and their role in the Comprehensive Area Assessment process.

20. IDEA COMPREHENSIVE AREA ASSESSMENT SELF EVALUATION

Tim Littlewood, Principal Officer Performance Management, reported that the self evaluation had been submitted to London, along with another eight authorities and feedback was anticipated before Christmas.

The self evaluation process asked authorities to highlight areas of good practice, whilst identifying strengths and weaknesses. There was to be no scoring or ranking involved.

Discussion ensued on the critical friend analysis and the possibility of partner organisations considering their weaker areas and whether, in fact, they would want to highlight such a fact. There was an element of scrutiny included.

A problem with linkage was identified and how all the process could be brought together, which was acknowledged as a concern.

Resolved:- (1) That the information be noted and the feedback awaited.

(2) That a copy of the self assessment be provided for Members on request.

21. LAA REFRESH

Tim Littlewood, Principal Officer Performance Management, reported on the scrutiny of the Local Area Agreement, which would also include performance of the new indicators.

The Local Strategic Partnership Manager was taking the Local Area Agreement refresh through the various stages and if there were any issues identified then the respective partner organisations would be invited in.

Resolved:- That the information be noted.

22. CORPORATE IMPROVEMENT PLAN UPDATE

This item was deferred to the next meeting.

Agenda Item 7

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Corporate Improvement Board
2.	Date:	12th January 2009
3.	Title:	Comprehensive Area Assessment Self Evaluation
4.	Directorate:	Chief Executive's

5. Summary

The IDeA are developing a self evaluation tool to assist councils in their preparations for Comprehensive Area Assessment. In August 2008 the Council agreed to participate in the second phase of trailing the IDeA's Comprehensive Area Assessment (CAA) Self Evaluation Tool, the learning and self assessments produced as a result of the second phase of resting will inform the final guidance that will be promoted more widely to authorities.

The Council and Partners have used the self evaluation tool to produce a comprehensive self assessment which the Partnership Board are being asked to consider prior to submission to the IDeA.

6. Recommendations

That the Corporate Improvement Board:

- **Note the content of the self assessment (Appendix A) prior to submission to the LSP Board and subsequently the IDeA.**

7. Proposals and Details

Self evaluation will have a key role within the Comprehensive Area Assessment (CAA). CAA will draw as far as possible on the information used by the council and its partners to manage performance and deliver improvements set out in the Local Area Agreement and Sustainable Community Strategies and highlight where there is a need for more collective work to ensure that gaps or issues are being addressed.

The IDeA have developed a locality self evaluation tool to assist partnerships in developing their own locality self evaluation. The joint inspectorates proposals notes that:

"Council's and their partners, and their representative bodies, are developing approaches to self evaluation. Whilst we are not making it a requirement of CAA, we do expect that each area will wish to complete an annual self-evaluation and we will take full account of it and any service level self-evaluation. We do not intend to report the work carried out already by the council or its partners. We will expect that any self evaluation is base on verifiable evidence. The more robust the self evaluation the more reliance we will be able to place on it".

In August 2008 the Council agreed to participate in the second phase of trailing the IDeA's Comprehensive Area Assessment (CAA) Self Evaluation Tool which will inform the final guidance that will be promoted more widely to authorities.

The primary role of the self assessment is to facilitate a shared assessment of the needs and issues in the area, progress against priorities and outstanding challenged still to be addressed. It allows the partnership to take stock and action where necessary to ensure it is on course to achieving outcomes for local citizens.

It is essential that the locality self evaluation process is sufficiently self challenging and based on robust evidence and dialogue.

Format of Self Assessment

The locality self evaluation document needs to have three main headings:

1.   Understanding local needs and translation into local priorities
2.   The deliver of improvements and outcomes in the area
3.   Gap analysis and planning for the future

Appendix B outlines the key elements that constitute the proposed self evaluations narrative.

Development of Self Assessment

The self assessment has been compiled by the Council's Performance and Quality Team and the Partnership Office using information already provided to the council as part of the Community Strategy refresh, Local Area Agreement negotiations and

production of the Council's Annual Comprehensive Performance Assessment (CPA) Direction of Travel Assessment (Appendix A).

Although the Self Assessment identifies a number of strengths, Section 3.2 of the assessment identifies a number of additional areas that require a partnership response including:

1) Taking forward the empowerment agenda

2) Linking empowerment and service transformation so that we can work more efficiently across the public, private and third sectors to meet individual and community needs

3) Translating the strength of local public service infrastructure into improved citizens' perceptions of the area and services

4) Learning from neighbourhood based interventions

5) Applying national programmes and best practice in a way which is right for us

6) Accelerating the rate of change in tackling inequalities in health outcomes, compared to national trends

7) Planning for resilience in the face of increased external risks and threats

8) Regional Leadership

9) Building on excellence in performance management

10) Children's Services

Once the draft self assessment is approved it is proposed the self assessment is shared with the LSP Board and subsequently the IDeA. It is then anticipated that the IDeA will conduct a peer review on the information contained in the self assessment. Timescales for this are still to be determined.

8. Finance

No direct finance implications.

9. Risks and Uncertainties

Comprehensive Area Assessment (CAA) is fundamental to this area of work. Undertaking this self assessment has helped identify areas of improvement which need to be actioned in the lead up to the first Comprehensive Area Assessment judgement in November 2009.

10. Policy and Performance Agenda Implications

See section 9 above.

11.Background Papers and Consultation

IDEA Self Evaluation Guidance

Contact Name :

Tim Littlewood, Performance and Quality Team Manager, extension 2766

Rotherham Partnership
Comprehensive Area Assessment
Self Assessment

October 2008

Draft version 18th December 2008

Contacts: Steve Turnbull
**   Tim Littlewood**

Inside cover:

"Our aim is for Rotherham to be a prosperous place with a high quality of life and excellent services which are targeted to local needs".

Rotherham's aspirations are based around the following simple Themes:

Rotherham Alive – means promoting health and enabling people to express themselves through cultural, social and sporting activities

Rotherham Achieving – focuses on creating prosperity across Rotherham and reducing inequalities

Rotherham Learning – focuses on lifelong learning for all

Rotherham Safe – creating clean, green and safe neighbourhoods, where people can expect to find a wide range of high quality homes and facilities available

Rotherham Proud – creating a sense of pride in the Borough and ensuring Rotherham is a caring, welcoming place

These are underpinned by two cross-cutting themes:

Fairness – is about ensuring equality of opportunity and choice, providing open and accessible services, valuing diversity and actively challenging prejudice and discrimination

Sustainable Development – ensuring conditions are right to sustain economic growth, that the well being of citizens is given priority and there is a commitment to minimising harm from development

Contents

The Borough Context:

Rotherham is made up of a diverse and vibrant blend of people, cultures and communities. It includes a mix of urban areas and villages among large areas of open countryside. About 70 per cent of the Borough is rural, but is well connected to all areas of the country by its proximity to motorway and inter-city rail networks. In 2005, Robin Hood Doncaster-Sheffield Airport opened to bring international links to the Borough's doorstep.

Rotherham's population is increasing steadily as people are attracted to the Borough to enjoy the good quality of life and economic opportunities, a trend expected to continue for many years. The population is currently 253,300, an increase of 0.7 per cent on the 2005 figure of 251,500. Like the rest of the UK, Rotherham has an ageing population with the number of people aged over 70 expected to grow by around 70 per cent over the next 25 years. The borough's ethnic minority population is also changing, making up 5.4 per cent of the total population in 2004, 5.25 per cent in 2003 and 4.2 per cent in 2001. Currently 4.1 per cent of the minority ethnic population are nonwhite, the largest such group being people of Pakistani origin, who make up 2 per cent of the population.

The Borough has a rich industrial heritage and over recent years has widened its economic base, attracting investment in areas such as information technology and light engineering. Economic growth in Rotherham has consistently increased since 1995, accelerating since 2000. The employment rate increased by 22.2 per cent from 2000 – 2005, representing one of the highest growth rates in England - almost five times the national average.

At the same time, the number of people employed increased by 40 per cent between 1995 and 2005, the highest growth in the region. Educational attainment is improving each year, 5+ GCSEs at A*-C rose for the fifth consecutive year, although for the first time the performance gap with the national average increased (7%-2006 to 7.4%-2007). The harder test measure of 5+ GCSEs at A*-C including English and Maths improved by 1.5% to 39% in 2007 closing the gap with national to 7.7%. 5+ GCSEs at A*-G including English and Maths performance improved at a higher rate than nationally with an increase of 1.5% reducing the gap from 1.8% (2006) to 0.4% (2007).

Rotherham has a rich diversity of leisure and culture facilities, including the award-winning Clifton Park Museum, which recently received a £3 million facelift and the Magna Science Adventure Centre which continues to win awards and attract thousands of visitors. The Borough also hosts a number of festivals and events including the Rotherham Show and Diversity Festival, the largest free show in the North of England (attracting a record crowd of over 80,000 in September 2007), one of the largest walking festivals in the country and the Rotherham Bollywood Festival (June 2007).

Our aim is for Rotherham to be a prosperous place with a high quality of life and excellent services which are targeted to local needs. If all residents are to benefit from the Community Strategy, targeted action is needed to address inequality across the Borough and to close the gap between the most and least deprived neighbourhoods. Despite overall improvements in quality of life in recent years, some parts of the Borough and some communities experience disproportionately high levels of crime, unacceptably lower levels of health and higher rates of unemployment. Information from the "Closing the Gap" project suggests that inequalities in education, crime and quality of life have been reduced within the Borough. Health remains relatively stable but there are still gaps in terms of unemployment and skills.

The 2007 Indices of Deprivation show that deprivation in Rotherham has fallen. The Borough is now ranked 68 on the average IMD score, compared to 63 in 2004 (a rank of 1 indicating the most deprived out of 354 districts in England).

The main areas of relative improvement have been in overcoming barriers to housing and services, and better living environment. There are also notable improvements in employment and income. However, the key areas of deprivation to address remain education, health and employment.

In Rotherham, there have been major improvements across all the main indicators with significant progress in the economy, employment, skills and educational attainment, significant reductions in crime and the fear of crime and noticeable improvements to the environment, both natural and built.

It is our belief that we have achieved, and will continue to achieve, better outcomes for Rotherham's residents, communities and businesses. Based on an approach of simplicity, transparency, leadership, evidence and action, we feel that we have much to share with other areas as well as learning from best practice from elsewhere.

SECTION 1: UNDERSTANDING LOCAL NEEDS AND TRANSLATION INTO LOCAL PRIORITIES

Rotherham's ambitions are based on a sound analysis of need, produced following considerable consultation with stakeholders, closely researching the population, economy, health, liveability and projected future trends of the borough enabling the Council to identify its challenges and opportunities, and proposals to address them."

Rotherham MBC Corporate Assessment Report, June 2006

1.1 Our *arrangements for community engagement to provide an accurate understanding of all areas in the community.*

The Partnership makes extensive use of quantitative and qualitative information about the known needs of local people. Whether it be census data, acorn data, Index of Multiple Deprivation (IMD) data or performance data, a process of locality and community of interest mapping is undertaken to provide a clear picture of the change in the Borough.

- **Joint Strategic Needs Assessment**, has been undertaken in accordance with the relevant guidelines. This has been a strong partnership piece of work focusing on Social Care and Health Needs. This was informed by previous and new consultation structured consultation with both users groups and locality based public consultations.

- **Children's and Young People's Audit of Need**, has ensured that we have captured the needs of children and young people. Now fully embedded in the way in which we capture need, we focus on mapping change and impact of our Strategies.

- **Joint Strategic Intelligence Assessment** has actively informed the priorities within our Crime and Disorder Plan and Community Strategy Refresh. Though mainly a multi agency analysis of available data, the partnership improved and enhanced the existing approach to the vulnerable localities index, ensuring that it better reflected the relationship between deprivation and real-time information of crime. Reference will be made to this in the Chesterhill Case study that is an appendix to this self assessment.

- **Partnership's BME Health Needs** assessment, a direct result of the Partnership's Public Health Strategy has added value to the JSNA and informed the development of the 'Commissioning Frameworks' being developed across the Borough. This involved a unique approach based on 'family interviews' combined with community focus groups' in addition to the analysis of known data and consultations. This reinforced our 'personalise, localise and integrate' agenda.

- **Baselines and Master plans**. RMBC has been conducting baseline studies providing information to support regeneration, housing growth and market failure. Between 2004 – 2007 RMBC has completed baseline studies covering 95% of the Boroughs geographical area considering physical, social, economic, environmental and educational factors. The baselines have been used to support community engagement and visioning exercises leading to master plans. Master plans have identified low, medium and high level interventions to bring about sustainable communities and improve the quality of life and opportunity for people living in the most disadvantaged areas. The best examples of the master plans have combined baseline date with community consultation, area plans, parish plans and planning policy

> **Case Study: Dinnington Masterplan**
>
> As a result of community and stakeholder consultation an additional option was developed for the east Street area of north Dinnington. This option led to discussions with the Police and parish Council to include their land and property in the redevelopment proposals. Following in principle support from land owners the option was placed in the master plan. The community and stakeholders raised during the consultation concerns that the partial redevelopment of the East street site would not provide the natural observation required to make the area feel safe. Reconnecting the East of Dinnington to the service offer became a key objective for the master plan following consultation.

1.2 *How we encourage and support Citizens from all parts of the community to feed in their views into priority setting, decision making, service developments and evaluation within and across the partnership organisations.*

The Partnership makes extensive use of a wide range of mechanisms to ensure that all parts of the community are encouraged and supported to feed in their views.

- An annual "household survey" supplemented by the Audit Commission household survey and local **"Reach-Out Survey"**, the NHS Lifestyle Survey and others provide a comprehensive and up to date source of information about expressed need and the perceptions of local people.

- Where appropriate the Partnership funds additional **sampling** to ensure that conclusions can be drawn at Ward, Neighbourhood and Community of Interest level. These surveys are not managed in isolation, with the Partnership increasingly becoming responsible for co-ordinating the conclusions drawn about local need and perceptions from across the variety of survey's.

- The Partnership is also interested in what can be learnt from the range of consultations undertaken by Partners and the impact it has on policy and

service delivery. The recently established **'Community Engagement Database'** operates at Area Assembly level. This is supported by the CCI Toolkit, Framework and the revised CCI standards alongside well regarded training programme. The purpose is to promote collaborative consultation, make findings available for all partners and importantly provide a direct opportunity for feedback to local people.

- Consultation and community involvement is at the heart of Rotherham's approach to policy making, service delivery and ensuring that communities are fully engaged in improving services. A wide variety of methods are used to do this, such as surveys, focus groups, seminars, accessing existing groups and networks. All of these have been utilised in developing the vision for the borough as described above.

- Our **Learning from Customers Forum** is made up of 25 real customers meet once a month to:

  - Identify issues and experiences of accessing services within Neighbourhoods and Adult Services
  - Look at feedback from complaints and customer satisfaction findings to see what we can learn from them and what we can improve on
  - Carry out quality assurance checks on our official letters
  - Consider the wording of leaflets and posters and other customer information to ensure that they are classed as 'easy Read' and customer approved.

Case Study - Social Care Service Home Truths Video Diary

"I'm a customer get me out of here"…Home Truths is our reality TV method of testing the quality of services, through the eyes of the customer using video, photographs and handwritten diaries of their experiences.

Held up as best practice by the Front Office Shared Services; Home Truths is our most innovative and effective method of seeing services from start to finish and has allowed some of our most vulnerable customers to tell us how they really feel.

Case Study - Record your experience of applying for a Social Care Review for your mother

Customers told us…there was a lack of understanding about the review process, problems had been experienced with accessing the service and the information was poor.

We have…improved access to services through a single point of contact number, introduced on-line services, introduced information packs, now send review questions prior to the visit and test customer satisfaction. As a result we have improved satisfaction with the annual review from 88% to 98%

1.3 The strength of our local intelligence

The partnership uses a number of national and local mechanisms to determine the priorities and needs of local people which are expressed in the Community Strategy and Local Area Agreement.

Our **'State of the Borough Report' is** published bi-annually, and is recognised regionally as best practice.

Case Study: Your Voice Counts

Following the Annual Your Voice counts Survey, respondents in Rotherham identified that drugs and drug dealers were a concern. In response to this between January and June 2008 a covert operation, Operation Corrode took place to take positive action on drugs in the Rawmarsh and Rotherham Town Centre areas to improve the quality of life for residents and businesses. During that time evidence was gathered against 35 individuals who were responsible for actually supplying Class A drugs including Crack Cocaine and Heroin.

A number of warrants were executed and reassurance work from Police Community Support Officers explaining the reasons for the action in the community. Key partner agencies were engaged offering support and advice to those affected as a result of the operation e.g. drug users, which will include referrals to the Drug Intervention Programme as part of the advice offered by police and drug workers. This support will not only be offered to those directly affected but to families, friends and carers as well.

The local media were engaged to inform residents and businesses of the action being taken. Sentences in excess of 19 yrs have already been handed down to just 9 of them with more to come.

As a recent example of converting local intelligence into action there is a case study attached on the Chesterhill Intensive Neighbourhood Management project which was undertaken this year on a multi agency basis. The Pilot empowered the local community; shaping the local area by bringing residents and local partners together at a micro-neighbourhood level in a way that not only improved partners' understanding of local problems but also their ability to target services on local needs. Developing a clear understanding of the characteristics of the pilot area and identifying resident's and young people's priorities enabled service delivery to be improved based on need. The result of which has been a 50% reduction in crime, a 70% reduction in anti-social behaviour and a reduction in arson attacks

1.4 How *Councillors ensure the views of local people are heard in the decision making process*

Early in 2006 councillors made a decision to change the role and function of area assemblies "away from being simple consultation and information sharing", towards area based co-ordination and delivery of service improvements and regeneration activities.

Although only operating since November 2006, the Area Assemblies have received a Local Government-Yorkshire & the Humber (LGYH) Award for aligning community priorities, council and partner service delivery, tackling local issues by facilitating and managing a partnership approach and by adopting neighbour management principles.

To underpin this at an Area Assembly level the Area Plans also include major issues, priorities and actions from these plans across each Area Assembly. These plans directly feed into the Partnership Board and led to three major changes to our Local Area Agreement (young people's activities, public realm and highway conditions.)

Case Study: Rotherham North Street Surgery

The first Rotherham North Street Surgery took place on 20th June at Kelford School and focused on residents in the Meadowbank area.
Rotherham North Area Assembly were joined by South Yorkshire Police, South Yorkshire Fire and Rescue Service, RMBC Streetpride, Rotherham Wardens, 2010 Rotherham Ltd, Rotherham Dog Wardens, South Yorkshire Housing Association and PCT Drug and Alcohol Strategy Co-ordinators. They were joined by Cllr Akhtar and Cllr Simms.

A number of local residents attended and completed a crime and community safety questionnaire giving their views on the issues for the area and what improvements they would like to see. The responses received indicated that the main issues in the area were around cleaner streets and anti-social behaviour.
Rotherham North Area Assembly Team, South Yorkshire Police and South Yorkshire Fire and Rescue Service also attended Winterhill Community Day on 5th July to meet residents and complete further questionnaires on crime and community safety. A number other events throughout the summer were planned with partners.

<u>Working with Scrutiny</u>

The Partnership actively seeks the involvement of Scrutiny in positively challenging and reviewing priorities and partnership plans. With the need to develop the new Local Area Agreement 2008-2011, members where actively engaged in the process with:

- Three dedicated training sessions being held with members supported by both LGYH and I&DeA. (national case study)
- The overview scrutiny being involved in 'LAA Challenge Events' alongside partners and managers. (recognised as best practice by GO)
- A structured consultation with all the Scrutiny Boards on the emerging Agreement that resulted in six tangible changes.
- With the Agreement receiving Ministerial sign-off, the Partnership and Scrutiny have agreed a timetable by which all named partners will work with Scrutiny members to explore delivery issues and risks.

We are proud to say that unlike many other areas, our members have the knowledge and interest to effectively perform their scrutiny functions.

Working with Elected Members - Councillor Call for Action

The "Councillor Call for Action" (CCfA) will be introduced under the Local Government and Public Involvement in Health Act 2007. It enables all councillors to refer a "local government matter" to an overview and scrutiny committee for discussion. This can be done regardless of whether that Member is on the scrutiny panel or not.

Rather than waiting for the necessary statutory guidance, partners have actively embraced the opportunity and considered the role of partners in the process.

A detailed methodology has been agreed by Member's Working Party and the Chief Executive Officers Group which identifies when and how a CCfA should be activated. It uses the existing structures of the Area Assembly and Scrutiny and reflects good practices already in existence, for example how members already deal with surgery issues, the use of Task and Finish Groups by the Area Assembly Co-ordinating Group, the work of the Neighbourhood Action Group and the scrutiny review process.

A supporting process has also been developed to accompany the methodology providing guidance to elected members and officers from across the Partnership on how to identify relevant issues and screen out vexatious complaints.

1.5 *How we take account of equality and community cohesion issues*

Rotherham's strategic approach to equality and community cohesion is expressed in the community strategy. All councillors see this as being a fundamental part of their role and have been fully engaged in dealing with the challenges that Rotherham has had to face over the years due to the effects of the decline of our traditional heavy industry, and the increasing diverse communities within the borough.
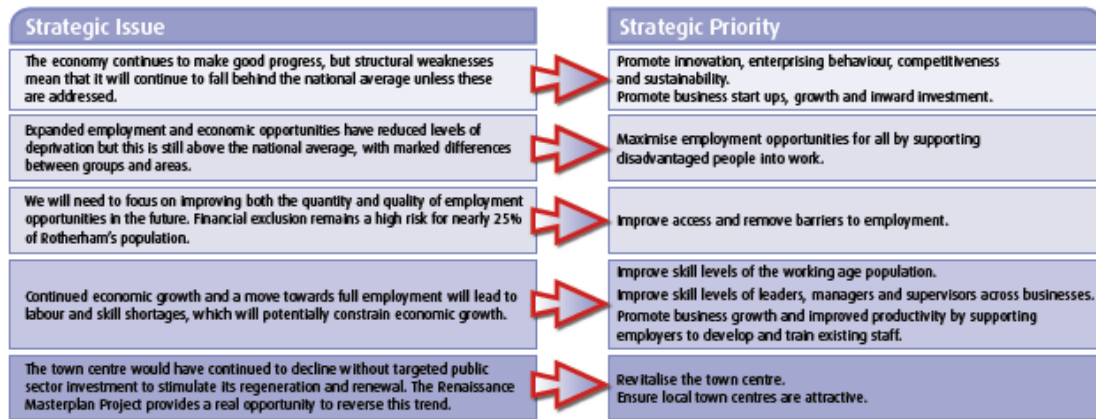
The Cabinet Member for Communities and Involvement has developed close partnerships with the Police, Primary Care Trust, Parish Councils, Voluntary Sector, local churches and Businesses to develop vibrant, cohesive and sustainable communities where everyone can achieve their potential

regardless of their social or economic background. One of his major achievements has been to ensure that the contract at the local Crematorium allows for cremation on Bank Holidays and at weekends so that those whose faiths require burial within 24 hours can observe their beliefs. This innovative approach has now been adopted by many other local authorities as a contributor to community cohesion.

1.6 *How we translate intelligence into local priorities*

The local priorities identified in the Community Strategy and the key plans and strategies of local partners were derived from extensive consultation and validation with the local people of Rotherham. The diagram below highlights how the Community Strategy expresses the strategic issues identified from the consultation and how these are being addressed.

Achieving

Strategic Issue	Strategic Priority
The economy continues to make good progress, but structural weaknesses mean that it will continue to fall behind the national average unless these are addressed.	Promote innovation, enterprising behaviour, competitiveness and sustainability. Promote business start ups, growth and inward investment.
Expanded employment and economic opportunities have reduced levels of deprivation but this is still above the national average, with marked differences between groups and areas.	Maximise employment opportunities for all by supporting disadvantaged people into work.
We will need to focus on improving both the quantity and quality of employment opportunities in the future. Financial exclusion remains a high risk for nearly 25% of Rotherham's population.	Improve access and remove barriers to employment.
Continued economic growth and a move towards full employment will lead to labour and skill shortages, which will potentially constrain economic growth.	Improve skill levels of the working age population. Improve skill levels of leaders, managers and supervisors across businesses. Promote business growth and improved productivity by supporting employers to develop and train existing staff.
The town centre would have continued to decline without targeted public sector investment to stimulate its regeneration and renewal. The Renaissance Masterplan Project provides a real opportunity to reverse this trend.	Revitalise the town centre. Ensure local town centres are attractive.

The Community Strategy and Local Area Agreement are based on the priorities that matter to local people. They contain the key measures and targets that reflect the areas that citizens of the borough have identified as priorities for improvement.

The Government Office and key regional partners have recognised Rotherham Partnership's success in ensuring that public, private and third sector partners work together to identify and tackle the local strategic challenges. Most recently, in relation to the development of the new Local Area Agreement, Government Office for Yorkshire and Humber noted,

"The identification of key outcomes, carried alongside the refresh of the Sustainable Community Strategy has involved extensive engagement with the public, private and third sectors, key theme partnerships and elected members – with the Leader of the Council alongside the independent chair of the Partnership highly visible throughout the process."

GOYH June 2008

Our approach to the local **LINKs** has focused on building the capacity in the Borough to sustain effective engagement and consultation. Awarded to a local CVS through a full competitive tendering process, we are confident that this new are of work will add value to existing structure and mechanisms for understanding priorities and needs.

To support this, the Partnership has four representatives of the Voluntary/Community sector and four representatives from the Business sector on the Board (out of 32) with the sectors being represented on all the Theme Boards.

Effective Third Sector Representation

Rotherham is proud of its Voluntary and Community Sector. It values their views and experiences of delivering services to some of the most deprived in our Borough. As such, using very scarce external grant the Partnership funds the sector to provide equipped, confident and mandated representatives on the Partnership Board, the Chief Executive Officers Group, Theme Boards, Childrens' Board, Scrutiny Boards and the Adult Board.

To ensure effective Black and Minority Ethnic representation on the Partnership structures, Rotherham Ethnic Minority Alliance is also funded to provide representatives from the BME Community Sector and to facilitate structured consultation with the community on behalf of the Partnership and its members.

In addition, network organisations are also funded to provide a framework by which the sector can be effectively consulted on and infirm policy and priorities. This is supported by our 'Compact' which again has received national recognition.

Effective Business Sector Representation

The Partnership sees the business sector as a key partner in transforming the futures of Rotherham. Providing both expertise and advice, the Rotherham Chamber of Commerce provides representatives for both the Board and Theme Boards. Importantly for Rotherham they also chair and provide the leadership for the Achieving Theme Board and our Work and Skills Board, which is transforming the relationship between employers and the skills agenda.

Working across organisational boundaries

It is recognised that public organisations in their commitment to engaging and empowering local people and communities can sometimes overload and confuse the public. The examples outlined below summarise how partners are working together to address this risk in new and innovative ways:

- Young People's Area Assemblies that supplement to work of our Youth Cabinet and that of members.

- The Eastwood and Springwell Gardens Governance Pilot that is looking to leave an legacy for local people when the well respected Neighbourhood Management Pathfinder comes to a close in 2009. This is testing thee feasibility of establishing 'Urban Parish Councils'.

- The establishment of multi agency street surgeries to reduce antisocial behaviour in key problem areas. Linked to the Neighbourhood Action Groups, the surgeries provide a very localised opportunity for local people to work alongside the Police and the Council to address localised problems. This builds on the successful 'Every Contact Counts' initiative which sees front line workers from across the Partnership taking a holistic approach to identifying need and providing help.

- Establishing a number of Participatory Budgeting pilots and Neighbourhood Charters to test our approaches to empowering local people alongside partners to monitor service delivery and fund local priorities.

- The active engagement of partners in awarding of our LINKs contract to our local CVS and the use of Citizen's Juries supported by our PCT as a new and innovative way of engaging patients and members of the public in developing public health services.

- The joint funding of a number of representative/network organisations that allows partners and members to hear what it is like living in the Borough or using our services. Current examples include the Adult Services Consortium (Vol/Com), Rotherham Ethnic Minority Alliance (Vol/Com), Better Government for Older People, Rotherham Health Network, Women's Network (GROW) and the Young People's Cabinet.

The qualitative findings from previous research and consultation such as the:

- Area Assembly Plans
- Town Centre Social and Environmental Action Plan
- Town Centre Crime and Safety Strategy
- Older People's Strategy Consultation, and
- Women's Strategy
- Budget Consultation
- BME Strategy
- Public Health Strategy
- Disability Equality Scheme
- Children and Young People Single Plan

The quantitative findings from the:

- Quality of Life Survey
- BVPI Surveys
- Deprivation Study
- South Yorkshire Coalfields Social Capital Survey
- Dearne Valley Economic Study

- Sheffield and Rotherham Economic Study
- Community Profiles
- Town Centre Social and Environmental Action Plan

Each theme is linked to our **Local Development Framework** which expresses ambitions within a planning and physical development plan.

The themes have been successfully embedded across all Local Strategic Partnership Partners providing a robust and a stable framework for planning and delivery. These local priorities are the basis of the Council's Corporate Plan and for all key partnership delivery plans.

There is a high level of awareness of the framework among staff, members and other stakeholders and it is an important means of ensuring a Rotherham-wide focus on key areas. This applies across the Council's Directorates and also its strategic partners.

A **golden thread** can be observed from the strategic vision of the LSP to the vision and strategic priorities of each Theme Board and both our **Local Area Agreements**. The success of the Rotherham Partnership in embedding the Strategy within Partner organisations is typified by the request from LGYH for Rotherham to run **peer review sessions** for neighbouring authorities seeking to improve their Local Area Agreements.

<u>Understanding and Addressing the needs of priority neighbourhoods and groups</u>

Deprivation in Rotherham has reduced over recent years as the borough has fallen from 48th most deprived to 68th in the national Index of Multiple Deprivation rankings between 2000 and 2007. Progress has not however been uniform; despite improvements in housing, the living environment, education, health and employment remain as powerful drivers of deprivation and there is evidence that most gains have been in the least deprived areas of Rotherham, whilst the most deprived areas have shown least progress.

<u>Case Study: Responding to the Needs Of Priority Groups: 2010 Rotherham Ltd</u>

At the 'Making 'Here's the Deal' the Real Deal' Conference event in July 2007, Graham Wright, a tenant with a visual impairment, mentioned that there is computer software available to help visually impaired people to access information and enjoy computers. Graham explained that the software allows the user to magnify text on a computer screen, alter the background colours to improve contrast and readability, and have text passages read back to the viewer.

Further discussion between Graham and 2010 Rotherham Ltd after the event, set the ball rolling and eventually a partnership bid was put together to access funding from the Computer Partnership Fund supported by 2010 and the Decent Homes partners. The funding application was approved and this was matched by a further contribution from 2010 equalities and diversity budget, which led to the purchase of software and licenses to equip the Tenants Resource Centre, managed by Rother Fed, the Central Library, and four branch libraries across the borough at Maltby, Dinnington, Greasbrough and Swinton.

2010 has also written in large print to all the visually impaired people we know from our 'Getting to Know You' survey to promote these new facilities. We hope the software will help visually impaired customers to access the information they need, including news of our services on the 2010 website.

Case Study: Responding to the Needs of Priority Groups: Children's Services – The Children's Rights Service

The purpose of the Children's Rights Service is to consult, engage and involve **Looked After Children (LAC) and Disabled Children** on various issues. There has been great success in reaching and supporting this target group in particular children within the 4-14 age bracket. More and more children are involved in consultation and are influencing service developments, commissioning activity and involved in specific focus groups that work on specific projects, some which help other Looked After Children. Some of the specific groups include:

Corporate Parenting Group – this group has been successful in bringing Elected Members together with young people to promote the Corporate Parenting Promise and produce the "What's Corporate Parenting" leaflet.

Young Trainers – young people are trained to participate in training events and inductions for workers, volunteers and foster carers.

Orchard Stars – This is a disability rights group for children and young people who access services at the Orchard Centre.

One of the specific developments is the Promise Pack, which was launched in 2008, which is a welcome pack for all looked after children and has been developed by children and young people.

SECTION 1: THE DELIVERY OF IMPROVEMENTS AND OUTCOMES IN ROTHERHAM

2.1 Our Priorities

As stated above Rotherham's local priorities are expressed both in the Community Strategy and the LAA which is seen as the delivery plan for achieving the key improvements and outcomes for Rotherham

The council's corporate plan has been refreshed in tandem with the Community Strategy and LAA to ensure that it is aligned directly to them.

2.2 Achievements/Outcomes of the partnership

The positive outcomes achieved through partnership have had a dramatic impact on the lives of Rotherham people and can be demonstrated below by priority theme.

Achieving

- Employment in Rotherham grew by 22.2% in 2000-2005 representing one of the highest growth rates in England, almost five times the national average (National averages 4.6% respectively) and well above the Yorkshire & Humber growth rate of 8.9%.

- Rotherham Investment and Development Office and partners who have played a key role in raising employment; developing leadership, support, enterprise in schools, providing business incubation facilities and conducting neighbourhood projects and community engagement in deprived areas.

- The number of VAT registered businesss has risen by 3.1% - a rate of more than four times the national average.

- The number of new start up businesses located in RMBC owned business centres or registering with Business Link South Yorkshire has increased from 205 per year in 2005/6 to 278 in 2007/8.

- The 3 year survival rate for business located in our incubation centres is 89.83%, well ahead of the national average of 71% and survival rates continue to be very high with 99% of new start business centre tenants surviving 52 weeks.

- Rotherham Youth Enterprise supported 44 young people to start a business within the borough, an increase of 57% against the previous year. Of 28 businesses – 27 are still trading after 12 months.

- Successful partnership working was recognised by the Audit Commission in 2006, citing information sharing around enterprise support and business investment, jointly gathered by the Council,

Chamber, Business Link and Renaissance South Yorkshire as an example of best practice.

- In 2006 Rotherham was named the most Enterprising Town in Yorkshire and Humber, and was highly commended by the Government's Small Business service.

- Rotherham won the Yorkshire Business Insider – Local Authority of the Year Award. The award recognised the work and progress made in relation to the town centre renaissance project.

Achieving Case Study – Rotherham Renaissance

The ambitious Rotherham Renaissance programme to regenerate the town centre is now well underway. The 25 year Renaissance vision is forecast to attract £2 billion of investment. Work is now underway on the £37million All Saints Quarter development, providing five new buildings and refurbishing existing listed buildings. This will put new life into the town centre with 150 apartments, shops, offices, underground car parking and public space.

Property acquisitions continue to enable the regeneration to be expanded. Councillors have approved major funding for new Civic Accommodation and a Cultural Quarter which will centralise Council functions into a single high quality building and provide a new library, museum, arts centre and theatre. The two schemes are part of a capital programme comprising 11 projects estimated at £115.5m. This will enable the Council to vacate several properties scattered across the town centre providing the opportunity for the redevelopment of these sites.

Alive

The LSP and more specifically the Alive Theme Board have played a significant role in performance outstripping national rates of improvement in a range of areas. They are responsible for allocating Neighbourhood Renewal Fund to generate a lasting legacy in reducing health inequalities. Taking things further the board is currently overseeing a Health Equity Audit, which is a process of checking whether the people who need health related services most, are actually using them to maximum benefit.

- Coronary heart disease (CHD) mortality rates are reducing dramatically – outpacing the national average and putting us on course to reach the national average by 2010.

- In 2006 the reduction in cancer mortality rates was greater than the national average. Need 2007 figure

- Rotherham's Stop Smoking Support Service has helped more than 4,000 people stop smoking, making it amongst the highest performing services in the country with a quit rate of over 50%. There has been a 60%

increase in the number of older people accessing the smoking cessation service, of which 55% have been successful.

- Breathing Space opened in 2007 – an award winning state of the art building made possible by partnership between the Council, Rotherham Primary Care Trust and the Coalfield Regeneration Trust. It provides 24 hour respite care for people who suffer from breathing difficulties.

- Teenage pregnancy has halved over the last 10 years. Conceptions in under-16s have reduced by 46% since 1998, representing one of the highest reductions nationally.

- 81% of Rotherham's schools are accredited as "Healthy Schools" - the highest in the region.

- 2007 lifestyle survey results show a 7.5% increase in pupils considering their health to be "very good". This has been commended in the recent Annual Performance Assessment (APA).

- Obesity – work has progressed on both treatment and prevention. Last year 38 of the most obese children in the borough attended a weight loss camp – collectively these children lost 55 stones in weight, reduced levels of body fat and improved aerobic fitness.

- Acceptable waiting times for older people receiving a package of care has improved to 85.24% (2007/08) compared to 75.94% (2006/07)

- The number of people on direct payments per 100,000 population has improved from 139 to 159 (top quartile performance)

- Participation in drug treatment programmes increased from 789 in 2004/05 to 1633 in 2006/07.

- 245 people have attended the 'Active Always 50+' programme

- Preventing 934 unnecessary hospital admissions this year

- 96% of older people admitted to Intermediate Care returned home

- Library visits increased by over 50,000 between 2005 and 2007. Satisfaction with library services increased to 94%, one of the top performing nationally.

- NHS Rotherham was regional winner and shortlisted in the national Health and Social Care awards for work on a programme of Citizen's Juries, aimed to involved a wide variety of members of the public more closely in service planning and prioritizing. A programme of juries has been established, those that have taken place have considered Mental health services for older people, Supporting Carers, and Providing services for people with a long term condition. Each jury is recruited to in

a different way, and speakers bid for a virtual £500,000 to transform their service area. The jury votes by allocating their resources, and giving their reasons. The outcomes have added considerable to a number of initiatives, including development of a memory clinic, reviewing the Community Matron Service, and developing services for carers.

Alive Case Study – Life Expectancy Plan

Rotherham was pleased to be selected as one of the first two areas to be visited by the Department of Health National Support Team (NST) on health inequalities. The review of our progress highlighted areas
where the borough is making good progress, such as reducing deaths from coronary heart disease and other areas where we need to make further efforts to reduce the gap in life expectancy between Rotherham and the rest of the country by 2010. Following the visit a joint Life Expectancy Plan has been produced by the NHS Rotherham and the Council. This plan essentially focuses attention on public health issues that can be addressed over the next few years and complements the longer term Joint Public Health Strategy.

Learning

- Percentage of young people achieving 5 A*-C GCSE's increased by 3.4% in 2007/08 compared to the national rise of 2.4%

- The gap between performance at GCSE compared with the national average continues to close, from 8.5% in 2003 - 5.5% in 2007.

- Percentage of students gaining A level passes increased for the third consecutive year from 94.7% to 96.1%

- The percentage of schools judged good or outstanding is twice the national average (figures)

- Key stage 2 figures all show an improvement in 2007 – English (73% to 76%), Maths (71% to 72%) and Science (82% to 84%)
.
- The percentage of young people leaving care aged 16+ with at least one GCSE A* - G or GNVQ has risen from 54% to 68%.

- The % of half days missed due to absence in secondary and primary schools has improved this year. Primary schools absence rates are well above the national average from (top quartile performance)

Learning Case Study – PFI Schools

Thousands of pupils in Rotherham are enjoying the transformation of their schools from out-of-date buildings to state of- the-art facilities. The three year construction phase of Rotherham's schools £96m PFI project has come to an end and all 15 new look schools have now opened.

The buildings are designed to enable extended use by the community, incorporating many aspects such as Youth Centres, SureStarts, Space for Sports and Arts, Children's Centres, Primary Care Trust and Social Services facilities. These centres will provide increased community access to the 15 buildings and therefore play a key part in the regeneration of Rotherham. The project has won four National Awards to date including the "Best Operational Education Project" in the Public Private Finance Awards 2006.

Safe

The partnership launched its 3 year Crime Strategy in April 2006.

- In the last year alone overall crime has reduced by 9% between 2006/07 and 2007/08 (15,886 crimes in 2007/08 compared to 17,508 in 2006/07) Significant reductions have been reported in all crime types.

Woundings	Down 7.7%
Robbery	Down 6.4%
Common Assault	Down 20%
Acts of Violence	Down 2.5%
Theft from Person	Down 10%
Domestic Burglary	Down 9.5%
Theft from Vehicle	Down 16.5%
Vehicle Interference	Down 10%
Criminal Damage	Down 7.3%
Off Road Motor Vehicles	Down 53%
Arson	Down 2.5%

- Satisfaction with how safe people feel in their home/community has improved from 84% to 89%

- In May 2008 the British Crime Survey published positive findings in relation to crime reduction nationally. Home Office comparators against similar areas rated Rotherham's position as: All Crime – clearly improving, Violent Crime – Clearly improving, Robbery - Improving, Vehicle Crime – Improving.

- 2007 results from the Business in Community's Yorkshire and Humber Environment Index identified Rotherham as one of only seven Climate Change Champions in the region, scoring over 95%. The Council was also placed in the 'Gold' band of results overall.

- The Council purchases 100% of its electricity from 'green' sources.

- The re-use of brownfield land for housing increased from 51% (2005/06) to 65% (2007/08) – well above the national target of 60%.

- We have successfully delivered a £7.5 million programme of Housing Market Renewal activity, including the borough's first "Living Over the Shop" scheme.

- Work has been completed on the Eco-Housing development at Henley Rise, which will spearhead a groundbreaking solar energy project. The carbon neutral scheme of 23 family homes showcases environmentally friendly housing design and will deliver cheaper fuel bills for households.

Safe Case Study – Safer Neighbourhood Teams
RMBC and South Yorkshire Police have brought together multi agency teams, including 2010 Rotherham Limited, to form Safer Neighbourhood Teams across the seven Area Assembly areas of Rotherham.

The first Safer Neighbourhood Teams were launched towards the end of 2005 and involve different organisations working together to share information and tackle local crime, grime and disorder issues. They are made up of Police Officers, Police Community Support Officers, Special Constables, Neighbourhood Wardens, Neighbourhood Champions, Neighbourhood Enforcement Officers and Streetpride.

The Safer Neighbourhood Teams continue to drive forward improvements in managing community safety issues at a neighbourhood level. They have helped achieve a major reduction of 58% on last year's levels of motor cycle nuisance through multi-agency working operations. Operation Impact Days' have also resulted in more enforcements such as increased drug warrants and fixed penalty fines being issued.

Fairness / Proud

- The number of people who feel that their local area is a place where people of different backgrounds get on well together is increasing in Rotherham standing at 61% in 2006

- The natural environment is improving with Rotherham receiving Beacon status for 'Better Public Spaces' particularly for gateway and street scene improvements, three of our Country Parks being awarded Green Flag status and with 65% of residents being satisfied with cleanliness, a 7% increase since 2004

- Rotherham's Joint Disability Equality Scheme has been cited as best practice by the Disability Rights Commission for our partnership working

approaches including extensive involvement of local disabled people in setting priorities.

- We have continued to reduce the number of racial incidents reported to the authority whilst ensuring 100% of all incidents are actioned – top quartile performance.

- Rotherham is one of only six local authorities who have been asked by the Department for Children, Schools and Families to participate in a project to provide support for Black and Minority Ethnic families – increasing the take up of childcare, early education and tax credits.

- Increased the number of people with a learning disability who are empowered to live at home by securing funding for supported living accommodation. Two new supported living schemes were developed in 2007/08 providing 11 places. Previously, these people may have been admitted to residential care.

- Representation of disabled people, black and minority ethnic people and women in senior management positions remains on an upward trend – The % of top paid 5% of staff who are women has improved from 41.78% to 44.30% - top quartile performance.

- Equalities and Diversity awareness training is being raised through electronic induction an e learning package and a 12 month programme of leadership training.

- The number of people who feel that their local area is a place where people of different backgrounds get on well together is increasing in Rotherham standing at 61% in 2006.

- Rotherham has established its first ever Volunteers Centre, launched by local MP and Minister John Healey in 2006.

- Rotherham has continued to embed its Compact between partners and the local Voluntary and Community Sector. The Compact was recognised in 2006 with a commendation from the Government Office for Yorkshire and the Humber.

- 100% of schools, one college and one special school are involved in Rotherham Youth Cabinet. Over 4,000 young people aged 11 – 18 took part in the vote to elect Rotherham's members. Rotherham also has four members in the United Kingdom Youth Parliament.

- One of only 3% of authorities to achieve Level 4 of the Equality Standard, a significant improvement from Level 0 in 2004. Awarded the I&DeA Equality Mark certificate in February 2007 – Rotherham was only one of six authorities in the country to achieve this.

- We have continued to reduce the number of racial incidents reported to the authority whilst ensuring 100% of all incidents are actioned – top quartile performance

- Fairtrade Town status achieved in May 2006, exceeding the target set for the number of outlets selling fair-trade goods.

- Rotherham's Joint Disability Equality Scheme published in December 2006 and cited as best practice by the Disability Rights Commission for our partnership working approaches.

- Health and fitness sessions for Black Minority Ethnic women run by Surestart won the Equality and Inclusion category at the 2006 Day Care Trust Partners Excellence Awards.

Proud Case Study – Access to Services

Access to Council services has become much easier for customers due to our ambitious programme to create six Customer Service Centres around the Borough. In addition to our three existing customer service centres our fourth customer service centre at Maltby is opening next month. This will bring together the Council, PCT and Police in one service centre – along with leisure facilities to come – improving the ability of the local community to access public services together in one place and for those agencies to join up more effectively to deliver consistent services to all customers in the locality. Further joint customer service centres at Aston and Rawmarsh are currently planned for summer 2009 and spring 2010 respectively, allowing residents to access a much wider range of services in one visit, reducing the need to travel to other Council buildings.

Services provided by the centres include revenues and benefits, housing repairs and other 2010 Rotherham Limited enquiries, planning and building control and Streetpride. Customer feedback has been positive ranging from comments about the new open environment, through to the "friendly and approachable staff". Similarly other local authorities have also visited our Centres to learn from our best practice approach.

2.3 Performance Management Arrangements

In 2006 the council was the first local authority to be rated as having **"excellent"** performance management arrangements under the Government's Comprehensive Performance Assessment Framework. This good practice and the performance management framework has subsequently been embedded at a partnership level and these exemplar arrangements being the major reason for recent improvements as they have helped us to focus our efforts in the right areas.

The framework is based on four cornerstones:

1. **Accurate and relevant reporting** against the Borough's Performance and Outcome Indicators. Undertaken in a spirit of trust and openness, the Theme Boards and the Partnership receive regular updates, identifying areas of both **success and weakness**. This process is hosted by the Council, though partners fully commit to the process.

2. **Responsibility and accountability.** Roles and responsibilities are clearly allocated to Partners, be that the Chairs of the Theme Boards who are the **custodians** of the Performance Management Framework (calling partners to account, convening **performance clinics**, checking impact) or individual officers who own the **'Outcomes'** within the Community Strategy.

3. **Performance clinics and remedial plans** bring the process of performance improvement alive. Established as a 'positive challenge environment', this is the arena where the business of identifying positive actions to improve performance is done. These are actively supported by all partners and are enhanced by additional mechanisms to lever improvement such as our **'health equity audits'** that look at whether services are getting to the people who need them most. All these mechanisms work together to improve and enhance the outcomes for local people.

4. A regular **Cycle of reporting**, reviewing reflection and improvement is built into the Performance Management Cycle ensuring that action is timely, accurate and inclusive.

This is all underpinned by **training and support** for members of the Partnership and officers involved. From dedicated training sessions for performance officers, special meetings of the Chief Executive Officer Group and individual briefings for Board Chairs, the focus is on equipping partners and responsible people with the knowledge and skills to seek out better ways of delivering services.

Binding the Partnership's structure together is the strong track record Rotherham has of **celebrating the achievements** of partners and the people of Rotherham. Recent examples include:

1. The **Athena Awards** that celebrate the achievement of women leaders in the Borough. Hosted by the Rotherham Chamber of Commerce, this year's International event involved all partners in the nomination and celebrating of success.

2. The **Community Achievement Awards**, hosted by Voluntary Action Rotherham was an opportunity to recognise and applaud the contribution local volunteers make to the lives of people living in Rotherham.

3. The **Rotherham Ambassador** programme is an ongoing approach to using local people to promote and communicate the achievements of local people. The last event, 'the unsung heroes" hosted by the Chair of the Partnership was a great success in recognising the achievements of local people working behind the scenes.

4. The **Business Awards**, 2007 was extended to include young entrepreneur of the year as well as awards for local business that covered a range of categories including contribution to the community and the environment.

5. The **'Faces and Places'** campaign mentioned provides an opportunity to communicate the key achievements of Rotherham over the year.

6. The **'Partnership Newspaper'** is a new initiative by the Partnership in response to the need to improve our communication with local people and business. All partners have committed to support this monthly free publication where accurate reporting of local issues and challenges with be the brief for the impartial editorial team.

By having the confidence to take action based on what performance reports are saying and the information necessary to identify what needs to be done, the Partnership has generated a range of activities and actions at both a small level and high profile strategic level. Recent examples taken from the Partnership Board's agendas include:

*   The establishment of the **Public Sector Apprenticeship Scheme** providing over 30 places in response to performance information around NEETs.

*   The sponsorship of the **enterprise challenge** in schools by the members of the Partnership as a result of our analysis of entrepreneurial activity by local people.

*   Discussions with our **banking sector** led by the Chamber to address the difficulty some young people face in accessing the Education Maintenance Allowance without a bank account.

*   The development of the joint project by our Chamber, the Local Authority and the NHS to address **mental health issues at work** in response to the number of people claiming incapacity benefit.

- The Partnership priority to **'localise, personalise and integrate'** public services to further improve our services. This has seen the Partnership enhancing the role of our Safer Neighbourhood Teams, potentially rolling out the 'Every Contact Counts' and the 'Hot Spots Scheme' to address fuel poverty.

- The development of a number of neighbourhood initiatives to address concerns identified by mapping deprivation (see case study)

- The Rotherham **Alcohol Harm Reduction Strategy** with a focus on the Town Centre to address a range of Health and anti-social behaviour issues.

- The extension of the Rotherham **NHS Stop Smoking Service** into the Hospital, the Stop Smoking Shop in the Town Centre and the training of 'local champions' across the sectors.

- Smoke Free Rotherham continues to achieve high rates of compliance with no fixed penalty notices being issued – 1,900 people achieved a four week quit through the Stop Smoking Service.

- Rotherham was visited by the National Support Team for Tobacco Control and has been commended for its approach.

- Joint work, delivered quickly from across the Partnership to save a variety of **community schemes** linked to our Football Club when they faced financial problems.

Three events of note that have received national and international recognition in response to local challenges are:

- The **'Imagination Library'** to raise the literacy levels of our families and children. Supported by Dolly Parton, this provided a national and international profile for Rotherham and its ambitions. Registrations are already double the number expected with more than 4,000 children having signed up.

- **Jamie Oliver** using Rotherham as a base for a new healthy eating series in which he hopes to transform the Town's cooking and eating habits. With a shop in the Town Centre and series of events to promote healthy cooking and eating he has provided a national profile for Rotherham people and our commitment to improving health – over 2,000 people have visited Ministry of Food.

- How Rotherham responded to the **2007 Floods** that saw all Partners working together effectively to respond to the extraordinary weather conditions in June. A year on, the Partnership has gone from strength to strength with increased confidence, self assurance and trust. MP's John Healey and Dennis McShane have praised the council and its partners

for their initial response to the floods and during the subsequent recover phase.   Rotherham shared its best practice as part of the emergency planning beacon dissemination process

Section 3: GAP ANALYSIS AND PLANNING FOR THE FUTURE

All key local partners, including the community and voluntary sectors are working together to address the risks and challenges facing the area, using their combined resources to best effect. The LSP has collectively developed clear and transparent lines of accountability and responsibility between its partners and there is a clear process underpinning the LAA negotiations which all partners understand.

3.1 How we organise to deliver: Our Governance

The governance of the Partnership and the way in which partner organisations work together is underpinned by a number of agreements which are regularly reviewed and refreshed.

The Local **Code of Partnership Governance** directs and controls its functions. Locally it is about good management, good performance and good stewardship of public money, good partnership member engagement and good outcomes. The code of governance ensures the active involvement of members in the ownership and accountability of the Community Strategy.

The Memorandum of Association (2006) covers the governance arrangements for the Partnership.

The Memorandum of Understanding (2007) covers the requirements of partners in relation to finance, audit, decision making, code of conduct and managing disputes.

The Partnership Performance Management Framework (2008) outlines roles, responsibilities and processes for performance improvement.

The Rotherham Compact (2005) provides a framework for managing the relationship between the third sector and the public sector in Rotherham.

The Community Consultation and Involvement Strategy (2007) sets out a framework for engaging with local people, communities and business in the Borough.

To ensure that Partnership members fully understand their roles and the expectation the Partnership has of them, a number of processes have been put in place.

- An **Induction Pack** and process for all new members of the Partnership.

- Regular **1:1 meetings** between Partnership members and members of the Partnership Team.

- Access for members to the **Partnership Website**, Up2Dates (summary of Partnership meetings).

- A series of joint **policy briefings** for members that are co-owned by the partners.

- Additional support offered by the **Rotherham Chamber of Commerce and Voluntary Action Rotherham** to equip sector representatives.

- A **jargon buster** produced for all meetings.

- The use of the **'Red Card'** at meetings that members can wave if presenting officers are using terms, jargon or concepts that are not understood.

- Making all meetings associated with the Partnership 'events' rather than just another set of meetings.

- The option for any member of the Partnership to receive **a personalised briefing** prior to any meeting to clarify or help understand any item on the agenda.

The Partnership **annually tests and evaluates** priorities. This is best demonstrated by describing what changed within the Local Area Agreement 2008-2011 as it went through the process of test and challenge. The willingness of the Partnership to actively consult demonstrates its confidence and maturity and its commitment to involving all stakeholders in the process.

- The starting point for the new Agreement was the story of Rotherham, its history, challenges and ambition. In anticipation of the new Agreement the priorities within our Community Strategy were **refreshed and refocused** prior to negotiations beginning for the Agreement.

- In the early stages of discussing the National Indicator set it was identified by the Board that though deprivation across the borough was reducing, some neighbourhoods and communities of interest were not benefiting leading to increased polarisation of need. As such, indicators that could be **disaggregated to neighbourhood** level were treated more favourably.

- The Board did not want the Agreement to be characterised by negative stereotypes of local people. To balance the Agreement indicators that reflected the **ambition** of the Partnership were also included, particularly around the economy.

- It was identified by the Chief Executive Officers Group that though all the public sector organisations in the Borough are good or excellent, the **perception** of local people is different (though interestingly, specific services are consistently rated high). Perception measures are now included in the Agreement.

- The Chief Executive Officers Group were clear that only targets that were SMART should be included in the Agreement to ensure that

momentum was maintained. Targets 'imposed' by central government without sufficient local testing were **challenged** leading to changes in relation to teenage conception rates and a range of housing measures and perception measures.

- The Proud Theme Board identified that the demographic profile of some of most deprived neighbourhoods was changing as a result of **new economic arrivals** potentially putting additional pressure on particular communities. As such, a cohesion perception measure was included.

- The Achieving Theme Board vision of a highly skilled workforce (not just a skilled workforce) we recognised, as such we included the level **4 indicator**.

- Scrutiny felt the Agreement was too focused on mortality and not enough on quality of life for vulnerable people. **Three health and social care indicators** were subsequently included to balance the mortality measures.

- Scrutiny wanted the Agreement to be understandable by Partners and Stakeholders. In response we **translated** all the Indicators into meaningful numbers, an approach applauded by GOYH and one which other partners are adopting.

- Area Assemblies and the **Youth Cabinet** wanted more activities for young people. As a result we included the Positive Opportunities Indicators.

- Members see the state of local roads as being a priority. As such we included the **road measure** in the LAA.

- As a Partnership we held a number of **challenge events** by which regional partners, elected members and other stakeholders had the opportunity to challenge the validity and robustness of the indicators and propose improvements. A number of the poor indicators, particularly around the environment and the vol/com sector were rejected as a result.

- We held a **peer challenge** event. Organised by the Regional Improvement and Efficiency Partnership, this gave us an opportunity to 'test' our story of place and the Indicators with peers from around the region. This successful and challenging event led to some final changes in the Agreement particularly in relation to youth offending and drug treatment targets.

- Partners have volunteered to be the **Lead Agency** for the variety of Indicators. This has not been at all problematic with the Learning and Skills Council, the Probation Service, Yorkshire Forward, Job Centre Plus, the Transport Executive, and the Fire and Rescue Authority all being more than willing to put themselves forward. (something that has caused some other districts a problem).

- Throughout the process the Government Office, LGYH and the I&DeA provided support, advice and expertise to the Partnership to help us keep the agreement real.

3.2 Gaps and Issues

We have recently received a grant from the RIEP to act as a **regional pilot** for an approach to better understand and challenge not just the indicators and targets chosen, but more importantly, the key actions that partners need to take to achieve our stretching targets.

Our key areas of improvement are clearly expressed in our Community Strategy. However, we recognise that there are a number of additional areas that require a partnership response. The focus is now less on the 'What is the challenge' and more on 'what are the solutions'.

For Children and Young People the Council has been assessed as having declined since last year in 4 of the 5 outcome areas so that now the Council's contribution is rated as 2 star. While the council has not sustained the level of outcomes for children across all areas compared with the 2007 APA, it has made adequate progress overall

i Changing demography

This remains an issue where, because of its fundamental volatility, work has to continue to ensure the Partnership has a clear view of the challenge. Self assessment of responses to **new migration** was carried out by RMBC Directorates and 2010 Rotherham Ltd at the end of 2007, using a good practice toolkit developed by the Improvement and Development Agency (I&DeA). This was followed by a multi-agency conference in January 2008, to verify and develop the self assessment. This revealed a number of programmes and activities already in place that respond to the needs of new migrant communities and manage their integration into the Borough. The Partnership has returned to the issue regularly throughout 2008, with a focus on shared problem-solving. The impact of **the ageing population** on services, both in terms of demand and opportunities, also remains a key consideration for the Partnership.

ii Taking forward the empowerment agenda

Rotherham has strong infrastructure in place to ensure that we continue to learn from service users and community. Key components being:

- CCI Framework
- Area Assemblies
- Re-launched website
- Outward facing Community Strategy
- The Partnership Newspaper
- Citizens Panel

- Rotherham Show and Diversity Festival is the largest free event in the north of England and attracted a record crowd of over 80,000 last year. This event is utilised to inform customers about our services and to seek views on forthcoming plans and proposals (e.g. customer contact service development, Rotherham Renaissance

- Using ACORN which classifies postcodes by neighbourhood characteristics to understand service user needs. This is supplemented by PayCheck data which estimates household incomes to provide a more detailed customer profile. ACORN data has been used to model childcare needs.

There will need to be continuing evaluation of the extent to which these approaches are a coherent and satisfactory response to the needs and expectations of citizens and central Government guidance and legislation.

iii   Linking empowerment and service transformation so that we can work more efficiently across the public, private and third sectors to meet individual and community needs

The Partnership has already established the joint priorities

- to integrate our services where appropriate making them seamless effective and affordable

- to personalise what we do so they are right for you at a time and place when you need them and appropriate for you the service user

- to localise our services so that the services are right for the many different communities and people of Rotherham

Making progress with this priority will require us implement and continuously evaluate our plans particularly in relation to Joint Commissioning and exploiting opportunities to pool resources to deliver our LAA priorities

iv   Translating the strength of local public service infrastructure into improved citizens' perceptions of the area and services.

Despite the strength of the public service delivery organisations as assessed by inspectorates and other statutory frameworks, citizens' perceptions of the area and the Council in its community leadership role with partners remain poor. The Partnership is implementing a "Reputation" project based on national best practice and some locally commissioned research to understand local drivers of perception to turn this around.

v   Learning from neighbourhood based interventions.

The Eastwood and Springwell Gardens Neighbourhood Management Pathfinder, the Chesterhill Pilot and other multi-agency neighbourhood based pilots, such as "every contact counts" and the review of Area Assemblies have

provided a strong basis for improving outcomes across the Borough and in particular tackling the more entrenched pockets of deprivation. The challenge is to apply this more generally within available resources.

vi Applying national programmes and best practice in a way which is right for us

The Building Schools for the Future programme, the planned Academy and changes to 14-19 delivery arrangements provide a strong platform for a step-change in the aspirations of the young people and adults alike, with existing interventions such as "Rotherham Ready" offering a model which can be scaled up to increase entrepreneurship across the Borough.

vii Accelerating the rate of change in tackling inequalities in health outcomes, compared to national trends.

National Strategies Team have expressed confidence in the ability of our interventions to deliver the necessary changes in outcome – but quickly enough for the citizens of Rotherham. Our approach to improvement planning will focus hard on how we can achieve faster progress on this key issue.

viii Planning for resilience in the face of increased external risks and threats

Our robust links with the Regional and sub-regional emergency planning infrastructure and strong local emergency planning arrangements provide a strong basis to deal with future risks, such as of further flooding at or around the scale of the summer 2007 events and risks to cohesion and the linked agendas around PREVENT. We need also to plan for Economic down-turn – working with local employers/Yorkshire Forward on risk assessment and planning to mitigate opportunities driven by private sector development through linking local people with employment opportunities on local public sector/PFI/BSF capital programmes

ix Regional Leadership (RIEP)

Building on the strong local base in economic development, working with other authorities and partners in the Sheffield City Region to ensure that those issues best addressed at a higher geographical level, for example through the Multi-Area Agreement are taken forward appropriately for the needs of Rotherham and its people. Already Rotherham is strongly represented through TSY and SCR structures to make this a reality. The Leader of the Council chairs the Regional Improvement & Efficiency Partnership.

x Building on excellence in performance management

Although data quality has been rated as performing strongly in the council this needs to be developed further into the partnership. This will include work to ensure that how we are actually performing at neighbourhood level against the new NI set and in meeting the needs of the priority groups is available to

elected members, partners and citizens. The new approach we are taking to LAA Improvement Planning is also designed to bring a new focus on improvement and the specific interventions and contributions from partners that will help us to turn the performance curve.

<u>Chesterhill Case Study</u>

<u>Context</u>

In its first Joint Strategic Intelligence Assessment in March 2007, the Safer Rotherham Partnership employed the Vulnerable Localities Index (VLI) as a method of prioritising neighbourhoods. The aim of the index is to not only identify high crime neighbourhoods but also to indicate the neighbourhoods most vulnerable to breakdown, tension and fragmentation by bringing together data on crime, deprivation, education and demography.

Based on this assessment the Safer Rotherham Partnership identified action in Rotherham's most vulnerable localities as a priority in 2007/08. At five times the average for the borough, Chesterhill Avenue in Thrybergh was identified as the most vulnerable community in Rotherham and in need of immediate action.

The area had already received much attention from Rotherham 2010, the Neighbourhood Action Group linked to the Area Assembly, the Safer Neighbourhood Team (SNT) the police and others. As a direct response it was clear that a more intensive and sustained intervention was necessary in order to address both the short and long term sustainability of the area.

This was also fully supported by Rotherham Council's Our Futures Group 3, Devolution, Empowerment and Neighbourhoods Strategy which recognised that in small areas suffering from multiple deprivation, intensive management arrangements should be considered. By July 2007, full support was given to the approach by wider partners at the Rotherham Partnership Board.

A high level strategic group was established to steer the development of the pilot and identify a pre-defined pilot boundary. The pilot neighbourhood was defined by partners which incorporated the streets surrounding Chesterhill Avenue (650 households). By September 2007, a Neighbourhood Initiatives Manager was appointed and a twelve month period of intensive management began led by RMBC but incorporating a 'whole' partnership approach.

<u>Our Approach</u>

Lessons learned from Rotherham's Neighbourhood Management Pathfinder at Eastwood & Springwell gardens fed into the overall approach. Examples of best practice from the National Evaluation of the Pathfinder Programme, regional learning from other authorities as well as local learning from Rotherham's 7 Area Assemblies and Neighbourhood Renewal Strategy Programme were also considered.

As the Chesterhill Pilot was not externally funded; was the priority area in the borough for the next 12 months and had the support from strategic partners it presented a real opportunity to pilot innovative and wholly joined up ways of delivering responsive and coherent services based on community need. The decision not to support the pilot with funding meant that shaping the pilot

neighbourhood had to be a truly bottom up approach and would need to be achieved by bringing residents and local partners together at a micro neighbourhood level in a way that not only improved partner's understanding of local problems but also their ability to target services on local needs.

The 12 month Plan

- **Visible base and presence** in the pilot neighbourhood co-located with other agencies in a Young Peoples Centre.

- **Local leadership** with local Ward Councillors taking a key and prominent community leadership role in the pilot.

- **Links and reporting** into Area Assembly, Safer Rotherham partnership, Joint Action Group, Rotherham Partnership and high level Strategic Group.

- Developing a **clear understanding** of the characteristics of the pilot area and identifying resident's and young people's priorities to enable improved service delivery based on need.

- Establishing **local governance arrangements** to enable involvement, communication and co-ordination from service providers, local partners and local residents.

- Stabilising the current issues around crime, environmental issues and community safety which has involved mainstream service improvements through **'quick win'** interventions.

- Developing a **long term community owned delivery plan** based on need and gaps in provision to tackle the entrenched social and economic issues around worklessness, learning and health.

Structures established - achievements so far

- A local '**Neighbourhood Pride Residents Team'**. Meet monthly and invite service providers to their meetings to ensure residents views influence the way services are delivered in the pilot area. Young people involved in the group.

- **Local Partnership Pilot Steering group** meets on a monthly basis to enable information which is unique to the pilot area to flow between partners.

- **Weekly multi-agency pilot area walkabouts** to ensure responsive action is taken on issues which affect local people's quality of life. Residents, ward members, RMBC, 2010, Street pride and the police involved.

- **Neighbourhood Pride Surgery** – held fortnightly at a local older people complex centre for residents with ward members, 2010, RMBC and the police.

- **Neighbourhood Pride Newsletter** delivered to all households on a quarterly basis to keep residents informed and up to date. Noticeboards, local shops and schools also utilised to keep residents informed.

- **Community Information Days** – held at local schools.

- **Neighbourhood Pride Week** – Door to door multi-agency teams addressing residents issues around fear of crime/community clean ups.

- **Neighbourhood Pride Promise** – currently being developed and led by the residents group in partnership with 2010, Police, Fire Service, Ward Members and RMBC.

Impact so far

- **Reduction in recorded crime by 50%** across the pilot area since the pilot started in September 2007.

- Pilot area has moved from the highest VLI score in the borough in 2007 to the **5th highest in March 2008**.

- South Yorkshire Fire Service report that emergency calls in the pilot area have reduced dramatically. Abuse of fire crews has dropped to an all time low in the area and officers are reporting enhanced trust. The multi-agency approach has enabled the fire service access to typically hard to reach families. **Arson attacks have dropped considerably.**

- **70% reduction in ASB across** the pilot area and a significant increase in referrals to support agencies such as parenting programmes and mediation.

- **Enhanced links** with the Parish Council

- **Significant increase in the reporting of incidents to street pride** as a result of better relations with the community and visibility of Street Pride services.

Identified cost savings

Using 2003/4 data from the Home Office to calculate the cost of crime and anti-social behaviour (both economic and social) it can be evidenced using an average cost that the reduction in incidents of crime and ASB in the pilot area over the past 12 months equates to:

- 56% reduction in ASB equates to savings around £32,000

- 33% reduction in Crime equates to saving around £90,000

Using 2004 data provided by South Yorkshire Fire Service, the cost of responding to deliberate outdoor secondary fires is £1,970. Reducing the number of arson incidents just by 1 per month over 12 months results in savings of around £24,000.

<u>Cost vs. benefit and added value</u>

It should also be noted that had the intensive pilot not been delivered, there is a very strong possibility that crime and ASB levels in the area could have continued to rise, increasing costs and resources over a longer period.

The total cost of the pilot including additional resources totals around £152,500 with around 50% of this cost met by bending and re-directing mainstream resources. The savings made by reduced incidents of crime, arson and anti-social behaviour meet this total cost and will continue to be accrued after the pilot has finished.

The added value of the pilot is the positive change to resident's perceptions achieved through in-depth local community engagement, the involvement of residents in shaping services, the greater joining up and co-ordination of services and the development of innovative working practices; an economic cost which cannot be identified but a social cost that is very hard to quantify but evidenced in the positive changes over the past 12 months. In addition, the long term resources which the pilot has successfully attracted from external agencies will undoubtedly help to ensure longer term sustainability in the area.

Appendix B

1.   Understanding local needs and translation into local priorities

This section of a self assessment should look at the partnership's understanding of local needs and aspirations and ensure that this knowledge has been used in the development of local priorities.   The purpose of this section is to ensure that there are clear priorities, based on understanding of need and that there is a shared commitment to the achievement of these priorities.

The questions below are prompts to consider.

- What are the arrangements for community engagement to provide an accurate understanding of the diverse needs and interests of all sections of the community, including those at risk of disadvantage or social exclusion?

- How are citizens, from all parts of the community, encouraged and supported to feed in their views into priority-setting, decision making, service development and evaluation within and across the partnership organisations? Do they know what has changed as a result of their input?

- Is the local intelligence robust enough to provide a solid base for future plans and accurately identify opportunities, risks and threats for the future well-being of the community? Is local intelligence shared amongst the partnership?

- Have councillors facilitated the dialogue and participation to ensure the views of local people are heard in the decision making process? How have they taken account of equality and community cohesion issues?

- How has this intelligence been translated into local priorities?

- What are the local priorities and are those outcomes reflected in the Sustainable Community Strategy and the LAA targets? Taken together do they focus on what really matters for the local area? Were citizens involved in the setting of priorities for their area?

- Has the partnership got a good knowledge of the diversity profile of their communities - including disabled people, minority ethnic groups, older and younger people, gay lesbians and people of transgender, women and men, those who hold religious or other belief systems and other vulnerable groups? Is there evidence of (equality gaps or unequal outcomes) relating to any of these communities?

- What are the priorities for tackling inequality and disadvantage within the area?

2.   The Delivery of Improvements and Outcomes in the Area

This section of the self evaluation should focus on the extent to which the partnership is already delivering improvements and priorities.   Priorities should be those highlighted within key overarching strategies such as the Sustainable Community Strategy, LAA, Local Development Framework, Children and Young People's Plan and Joint Needs Assessment and other thematic-specific shared strategies e.g. relating to crime and disorder, economic development.

The questions below are prompts to consider.

- To what extent is the partnership successfully delivering against the priorities for the local area?

- How is this being measured and is the performance data robust?

- To what extent is life improving for local citizens, including improved community cohesion and empowerment?

- Have engagement activities resulted in the needs of citizens being known more fully and acted on?

- To what extent is the partnership tackling inequality and disadvantage in the area?

- To what extent is the partnership working together to safeguard vulnerable people in the area?

- Are the vision and priorities for the area translated into operational plans by the council and its partners?

- Is there a robust performance management framework which enables the partnership to monitor progress in the delivery of the priorities for the local area?

- Is information on performance in delivering the priorities for the local area easily accessible by the public?

3.   Gap analysis and planning for the future

The purpose is to demonstrate that the partnership is aware of where there are gaps in performance that need to be addressed or where more focused attention is needed to ensure that the partnership will deliver its outcomes.   It will also highlight where action plans are in place to address these issues. This section is important in ensuring self awareness and preparedness to really deliver on improvements.

The questions below are prompts to consider.

- In working towards achieving local priorities, are there any areas that require more focused attention e.g. where progress is at a slower place or where needs are changing, or new issues emerging? If so, what are the areas?

- How robust are plans in place to improve the situation? To what extent is progress being delivered and how well are they being implemented?

- Are partners able to hold each other to account? Can differences and difficulties be overcome? Do local public service providers and other partners support the council's scrutiny function e.g. provide evidence, and respond to the findings?

- Are the governance arrangements fit for the purpose of achieving the outcomes in the area?

- What action has been taken previously to address underperformance in key priorities?

- Are local people are kept well informed of key issues regarding their area, with communication being coordinated between partners?

- Does the partnership effectively manage the reputation of the area and of the partner organisations?

South Yorkshire Region – Bids for RIEP Funding

The Project – *Climate Change*	Title: Taking forward and understanding action on climate change
Project description / activities required.	**Background** Increased profile of and requirements relating to climate change mean that local authorities need to increase activity. This proposal seeks funding to support the four South Yorkshire local authorities to meet the requirement and targets of the climate change related National Indicators. This proposal is split into three complementary yet distinct parts: **1. A full time Climate Change Co-ordinator post for South Yorkshire** The remit/function of this post will be to: ➢ Co-ordinate work undertaken across South Yorkshire which contribute to the achievement of NIs 185, 186 and 188 ➢ Act as a central resource for all external partners in order to enable them to achieve the required climate change adaptation/mitigation measures ➢ To collect and disseminate information on climate change issues ensuring that information and data is shared across South Yorkshire thereby avoiding duplication ➢ Undertake a Local Climate Impacts Profile for South Yorkshire, building upon the work already undertaken in Sheffield (see part 2) ➢ Support officers in raising awareness and gaining commitment towards tackling and adapting to climate change The post holder will interact with the four local authorities via and report progress to the South Yorkshire Local Authority Climate Change Network. **2. A Local Climate Impacts Profile (LCLIP)** A LCLIP is required as part of NI 188 (Planning to Adapt to Climate Change). This involves gathering data in respect of the weather and wind patterns over at least the last 30 years and identifying extreme weather events, their frequency, impact and likelihood of future occurrences. Sheffield has already begun work on this which can be used as a basis for rolling out across South Yorkshire. However, additional resources will be required in order to enable this. Funding for this part of the proposal would be used to collect information for all four authorities relating to the LCLIP and to coordinate the work of authorities relating to the LCLIP and to coordinate the work of authorities and partners to meet their responsibilities towards managing climate risks. Key milestones would be as follows: Recruit Climate Change co-ordinator for South Yorkshire – 14 weeks (Part 1 of the bid – see above) Pre-implementation – 12 weeks LCLIP Survey – 24 weeks Target Baseline Level 1 for all SY LAs - 24 weeks Target Baseline Level 2 for all SY LAs - 52 weeks Target Baseline Level 3 for all SY LAs - 52 weeks

	3. Schools climate change coordinator The UK Government produced its Sustainable Schools Strategy in 2006. The principles of a sustainable school build upon and enrich the core principles of *Every Child Matters* with the following key messages: Care for One Self, Care for Each Other, and Care for the Environment (near & far). Schools are encouraged to translate these messages into real action on the campus, in their school curriculum and in their local communities using the key themes: Energy and Water, Buildings and Grounds, Travel and Traffic, Purchasing and Waste, Food and Drink, Inclusion and Participation, Local well-being and the Global dimension. All of these subjects are significant to addressing the challenges of climate change mitigation and adaptation. Throughout South Yorkshire a wide range of mechanisms are being used to support and encourage schools to effectively implement the Sustainable Schools key themes. South Yorkshire is very well placed to lead action on this and to share best practice. A number of schools across the region, with the supportive of their respective local authority, have already achieved EMAS certification, Eco schools status or are working towards Greencheck. Despite this strong track record so far, future projects and action will be limited without further resources and longer term added value may be lost. This part of the proposal seeks funding to employ a full time Schools Climate Change officer who would co-ordinate a project to bring together and promote the best practice taking place in South Yorkshire to integrate climate change effectively into the work of schools. This would involve: ✓ Undertaking a review of what activities have/are taking place with schools in relation to climate change ✓ Investigating the level of understanding and engagement in these issues in schools ✓ Recommending a programme of future actions and projects, tailored to the level of understanding and engagement ✓ Driving and supporting coordinated action across South Yorkshire ✓ Regular monitoring and review in order to ensure added value and that best practice can be shared with other sub-regions This post would report to and work with the overall Climate Change Coordinator for South Yorkshire.
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	Climate change is identified as one of the three key strategic issues within the RIEP Strategy. The RIEP climate change and sustainability programme for Yorkshire & Humber aims to meet the needs of local areas to support their delivery programmes and services which address climate change and prepare for its impacts. The funding of this post and additional activities will ensure that South Yorkshire is well placed to both address climate change and respond to its impacts. This proposal covers two of the four project areas which have been identified across the region as having a key linkage to the delivery of the Yorkshire & Humber Climate Change Action Plan: ✓ Understanding local areas action on climate change along with a local climate change audit ✓ Taking forward and understanding climate change in schools These are both important areas which South Yorkshire would like to contribute to and, by interlinking these two project areas, it is believed that more progress can be made with fewer resources than if they were tackled separately.

What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	The outcomes of this project impact across all levels and so some outcomes appear at more than one level: 1) Local level ➤ Achievement of the annual targets for NIs 185, 186 and 188 ➤ Raised awareness and understanding of action needed ➤ Preparedness for future climate change (e.g. reduced damage from extreme weather events) ➤ Reduced carbon emissions and energy usage in school buildings. As schools account for between approximately 40-60% of local authority energy usage/emissions (-BH to confirm) this could result in considerable savings. Indeed, DCFS estimate that over 20% energy reduction is achievable from low to no cost measures. This would also support local authority emissions reduction as part of the Carbon Reduction Commitment ➤ Carbon reduction and climate adaptation objectives increasingly embedded in the curriculum of schools leading to improved knowledge and understanding amongst students, teachers and support staff and direct positive practical climate change action on the school campus ➤ Increased positive engagement of schools with their communities leading to improved action to address climate change mitigation and adaptation locally for example in homes, businesses and community organisations 2) Sub-Regional level ➤ Central point for the collection and dissemination of information on climate change issues, including activities currently being carried out and future action needed ➤ Fully co-ordinated approach giving savings of scale (both by using existing resources more efficiently and through the elimination of duplication of efforts) ➤ Raised awareness and understanding of action needed ➤ Results from the Local Climate Impact Profile embedded into operations and service delivery of the four local authorities and their partners ➤ Preparedness for future climate change (e.g. reduced damage from extreme weather events) ➤ Carbon reduction and climate adaptation objectives increasingly embedded in the curriculum of schools leading to improved knowledge and understanding amongst students, teachers and support staff and direct positive practical climate change action on the school campus ➤ Weather impacts etc are very similar within the sub-region and so future interventions can be delivered jointly 3) Regional level ➤ Raised awareness and understanding of action needed ➤ Sharing of best practice ➤ Support in rolling out activity in other areas ➤ Preparedness for future climate change (e.g. reduced damage from extreme weather events)
What advantages are there to this project operating at a sub-regional level?	This proposal would result in greater joined up working across the sub-region. Increased action required to combat and adapt to climate change requires greater resources and staff time. Due to the current economic climate it is highly unlikely that extra resources and staff will be given to this area of work. Greater coordination and sharing of learning is therefore essential. A South Yorkshire Climate Change Coordinator would enable more work to be carried out more effectively and with less resources than would be required by each local authority separately

	All four SY authorities would also like to build upon the good work being undertaken with schools but have limited resources in terms of staff time to do so. A coordinator who could pull together activity and drive future progress across the sub-region would have a greater impact and increased efficiency that each borough acting independently. A South Yorkshire Local Authority Climate Change Network has been established in recognition that many of the issues faced are similar and can be better addressed through joint working.
How will it contribute to LAA themes & targets?	This project will directly impact on the delivery of: NI 185 CO_2 reduction from Local Authority operations - Rotherham LAA target NI 186 Per capita reduction in CO_2 emissions in the LA area - Barnsley, Doncaster (National designated LAA target) and Sheffield LAA target NI 188 Planning to Adapt to climate change - Doncaster (Local LAA target) and Sheffield LAA target It will also contribute to: NI 197 Improved local biodiversity – proportion of local sites where positive conservation management has been or is being implemented - Doncaster LAA Target-National designated and Sheffield LAA target Other National indicators which would be supported include: ➢ NI 56 – Obesity in primary school age children in Year 6 ➢ NI 167: To reduce the average journey time per mile during morning peak in Sheffield ➢ NI 191 - Residual household waste per household ➢ NI 192 - Household waste reused, recycled and composted ➢ NI 193 - Municipal waste land filled ➢ NI 194: Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations. Of particular significance is the opportunity this Climate Change project presents to actively engage and empower young people and therefore contribute to a range of other indicators including improving young peoples behaviour, educational attainment and how schools are viewed by their local communities: ➢ NI4: To increase the number of people in Sheffield who feel that they can influence decisions in their local area ➢ NI17: To reduce the number of people in Sheffield who consider anti-social behaviour to be an issue in their area ➢ NI 69: To reduce the number of children in Sheffield who experience bullying ➢ NI 79: To increase the number of young people in Sheffield achieving Level 2 GCSE by the age of 19.
What are the main risks associated with this project?	The main risk is ensuring commitment and support from all four local authorities – this risk is minimal as this proposal has been development by the South Yorkshire Local Authority Climate Change Network from the outset.

	Other risks are: ➢ Failure to engage other partners to fulfil their responsibilities towards NI188 ➢ Lack of time balance in supporting all four local authorities effectively
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	Part 1 – £50k in each of the years 2009-2010, 2010-2011: Total £100,000 Part 2 – Total £50,000 Part 3 – £40k in each of the years 2009-2010, 2010-2011: Total £80,000 Please note that at this stage these are just approximate costings and that more work needs to be done to quantify exact costs, other opportunities for match funding etc. All four Councils also offer officer time to support this bid (to be confirmed with Barnsley)
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities

The Project – *Public Health*	Title: Neighbourhood Health interventions
Project description / activities required.	This project uses the following: - Health Inequalities Intervention Tool / PHO Health profiles - LAA targets - Social marketing tools This initiative is designed to develop practical interventions at neighbourhood levels in order to improve performance against health related LAA indicators and to improve overall health and well-being with a focus on reducing inequalities. - The initiative will seek to work across South Yorkshire neighbourhoods using social marketing techniques to develop innovative projects. The social marketing exercises will take place across a small number of neighbourhoods. These will be identified using the taxonomy of neighbourhoods in South Yorkshire (as described in the South Yorkshire DPH annual report 05/06). - Assuming that the taxonomy reflects the underlying functioning of the neighbourhood to a reasonable level it would be possible to offer the developed projects to neighbourhoods in the same taxonomic grouping across South Yorkshire. There will therefore be a focus on trying out different approaches in different sorts of neighbourhoods and closely evaluating the impact. There will also be a focus on exchange of practice across neighbourhoods, authorities, the sub-region and the region. The delivery of projects on a local level would depend on local funding and could be delivered through a range of providers including the voluntary and community sector. The main areas of focus will be based on the LAA targets shared by the majority of the SY authorities. The LAA targets could be further broken down into particular areas: These could include: - physical activity: promoting activities in daily life - physical activity: promoting informal recreation opportunities for young people (street activities) - food: developing local food initiatives focusing on cooking skills and family meals - Infant health: focusing on Smoking in pregnancy / quitting smoking - Infant health: promotion of breastfeeding - Accidents: reducing accidents either in the home or on the street
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	Addresses issues vital to achievement of a number of LAA target (a RIES 2008-11 priority), with a approach based on sharing of practice/promotion of innovation as foreseen in the strategy. There is a limited knowledge of "what works" on these issues – so no duplication of existing national, local or regional programmes. However, the process described fits well with the DH National Support Team approach to health

	inequalities, requiring close evaluation and scaling up of successful interventions.
What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	At neighbourhood level there will be an increased level of activity on health related topics in areas of highest need. This approach will support the achievement of LAA targets (Yr 6 Obesity – all; Breast-feeding – 3/4) and contributions to a range of other LAA targets (All Age All Cause Mortality; Environment for Thriving Third Sector). The bid gives opportunity for Barnsley, Doncaster and Rotherham to take forward initiatives suggested in unsuccessful 'Healthy Towns' bids whereas Sheffield who were successful could use this initiative to help share the learning from their Healthy Town status at a local level. Sub –region benefits from dissemination of existing practice (eg Sheffield's Healthy City work) and opportunities to test a wider range of interventions than would be the case from each area acting alone. The sub-region will benefit from the scaling up of successful interventions in neighbourhood clusters. Region builds on the Public Health work/reputation established in the Capacity Building Programme's (2005-8) programme .
What advantages are there to this project operating at a sub-regional level?	See above – the sub-region has identified these issues as priorities through selection of LAA indicators/targets. Working together will allow more opportunities to explore/benefit from innovative approaches. The use of the taxonomy of neighbourhoods will allow for the sharing of good practice / the scaling up of interventions into neighbourhoods of similar types with the anticipated impact being greater and more assured.
How will it contribute to LAA themes & targets?	See above
What are the main risks associated with this project?	Lack of infrastructure to co-ordinate/ prompt sharing may lead to benefits being inadequately shared between areas. Issues are inherently complex and challenging – which may result in anticipated improvements in practice being identified are put into practice. The taxonomy of neighbourhoods may not represent the reality on the ground and success may not be translated one neighbourhood to the next.
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	**RIEP Funding: £50,000 per year to develop social marketing Partner funding: Potential to match with existing DH Communities for Health grants and to Sheffield Healthy Town bid monies for interventions: c. 480k**
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities

The Project - *Community Engagement Programme*	Title: Y & H Community Engagement Programme
Project description / activities required.	1. Development of a sub regional Community Engagement Database to (1) coordinate community engagement on a sub regional and local level and (2) evaluate impact. Additional elements can be added to increase technological innovation such as e-petitioning, online surveys and text messaging. 2. Activities to further develop the capacity of the marginalised and hard to reach groups to participate in decision making processes. 3. Within the sub region most authorities now have area/ community assemblies either in place, or as in Sheffield, imminently due to launch, the engagement database will enable results of consultation etc to inform area based planning and priority setting. 4. Sub regional Community Engagement Website which reports on community engagement activities which can also used to report on outcomes and impact on service delivery e.g. "We Asked, You Said and We Did". The website to include information arising from partner consultation activities not just local authorities. 5. "A How Your City or Town Works" programme to be developed and delivered in each LA area, building on the good practice that already exists in Sheffield. This will complement the need for developing effective facilitation skills and active citizenship training programmes which can be included in a Local Democracy Campaign in each area. 6. Learning and Best Practice Seminars/Conferences on how we can effectively performance manage community engagement and empowerment at an LSP level for CAA purposes.
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	• Successful community engagement is one of the key drivers for resident satisfaction with their local area. Here is a clear need to improve resident satisfaction levels across the sub region and this project could support this improvement. • A coordinated approach which ensures that we are all adopting best practice and sharing information and making most effective use of resources, we believe that there will be opportunities for savings through a more coordinated approach to engagement activity. • This approach will ensure that a consistent approach to community engagement is being used to inform service improvements and that resident's perception of local authorities becomes more positive which in turn is reflected in future Place Survey results. • The programme should support delivery of LAA NI4 'People feeling that they can influence decisions that affect their locality'. Successful community engagement can also support other Nis for example NI2 and NI5. • All local authorities will come together at an Evaluation Conference to determine the impact of the programme and how shared working has led to a more coordinated and meaningful approach to community engagement. • Ultimately the programme may support the development of an integrated or shared service either at Sub regional or LSP level with opportunities for further cost savings to be realised.
What the key outcomes of the project will be at: 1) Local level	1. Increased resident satisfaction at a local level (NI5) as a result of services meeting needs, regular information on improved outcomes and opportunities for community engagement. Increased opportunities for marginalised groups to be involved in decision making.

2) Sub-Regional level
3) Regional level
	2. Effective partnership working at a sub regional level, maximising and sharing resources and information, to enable a more creative and coordinated approach to community engagement.
	3. Strong evidence base to support and evidence that customers have been able to influence decision making and service design in a systematic way. For example it could evidence delivery of the following KLOEs for use of resources. Evidence that the Council:
	   a. engages local communities and other stakeholders in the financial planning process
	   b. has a clear vision of intended outcomes for local people which shapes its commissioning and procurement, and is based on an ongoing analysis and understanding of needs;
	   c. involves local people, partners, staff and suppliers in commissioning services;
	   d. seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT
	4. This programme could be scaleable and learning could be rolled out to other LA's in the region to follow, so that across the region community engagement is being addressed in a consistent, open and transparent way that is benefiting organisations, partners, and residents.

What advantages are there to this project operating at a sub-regional level?	With the project operating at a sub regional level, it will enable the 4 LA's to further enhance and improve their community engagement approaches to build a positive relationship across South Yorkshire to meet the requirements of the Duty to Involve, the Empowerment White Paper and CAA. There is also the potential to secure efficiencies through joint working and joint development of the engagement database.
How will it contribute to LAA themes & targets?	The Community Engagement Programme uses NI4 as an opportunity for the 4 councils and their LSP partners to make improvements to their community engagement approaches to enable people to feel that they are having an influence on decisions that affect their localities. Potential impacts for NI2, NI4, and NI5 in particular.
What are the main risks associated with this project?	Lack of commitment from sub regional authorities and failure to deliver the programme which could affect our CAA rating and the results on the NI4.
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	£120,000 from RIEP with match in kind officer time from across all four authorities.
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities

The Project – *Social Marketing*	Title: South Yorkshire Sub-Regional Improvement & Efficiency Partnership for the Children and Young People's Aspiration Social Marketing Programme (CYPA)
Project description / activities required.	This application is for funding from the Sub Regional Programme. This application supports the delivery of a range of priority outcomes for South Yorkshire related to children and young people's aspirations and attainment, these include a number of Local Area agreement and Local Strategic Partnership targets. This programme will support partners in tackling a key challenge across the region – that of children and young people's low aspirations and attainment. The programme strategically fits with the priorities of the Regional Improvement and Efficiency Partnerships. It provides leadership, challenge and support for public sector improvement. It will result in the transformation of public services in a key area. This programme will add value and drive innovation and share learning. "*We can ensure that every child has the best start in life, we can back all parents as they bring up their children, we can unlock the talents of all of our young people and we can ensure that no child or young person is left to fall behind*" *Ed Balls, The Children's Plan 2008* "*Services need to be shaped by and responsive to children, young people and families, not designed around professional boundaries*" *The Children's Plan 2008* Our aspirations are high. This is a broad, long term and strategic programme, with a strong focus on evidence and evaluation; with goals and objectives that are clear and challenging. We are proposing an ambitious transformational programme which will address our weaknesses, build on our strengths and involve all communities. This programme will have wide ranging consequences for the sub-region and the way all services are delivered starting with children and young people but spreading to impact on all services. South Yorkshire's children and young people will have raised aspirations and improved life chances. Lessons learnt will be shared so that other areas with similar issues will be able to replicate this programme. This programme will follow the five phased Social Marketing approach as recommended by the National Social Marketing Centre (see Appendix A). This staged approach includes a scoping phase, a development phase, a delivery phase, and evaluation phase and an embedding and follow up phase. Social Marketing is the application of marketing techniques, alongside other approaches, for social good. Social Marketing takes as its starting point a customer driven approach to understanding problems and developing solutions. It is about achieving real change based on creating deep attitudinal change, deep customer insight and systematic development of services. It can include advertising, media relations, direct marketing, promotional activities, but these are all informed by the customer insight. It also includes service redesign and delivery. See Appendix B – Planning Framework. Social Marketing is an intelligence driven approach. We will use the insight derived from research and dialogue with

	children and young people, their parents and carers. Insights generated during the scoping and development phases will be used to deliver and evaluate the programme. A key feature of this proposal is more active listening and participation with children and young people. There will be a joint understanding of the problem and solutions will be devised together which public services can address and children and young people can take forward themselves
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	• The CYPA will seek during its scoping phase to develop a set of SMART objectives that are supported by all the coalition partners and are supported by available evidence about what is possible and what works, population and service data. • The process of defining and agreeing these objectives will be a key part of the scoping phase and will be used to build consensus amongst partners and to inform their individual corporate strategies. The exact nature of each objective will be determined during the scoping phase but is likely to include a focus on the LAA and LSP targets, plus outcome contained within the Children and Young People's Plans within the sub-region (see LAA Themes box below)
What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	The partners in this application are proposing a substantive long term programme of action focused on raising children and young people's aspirations and attainment in South Yorkshire. This application outlines a process for fundamentally reframing and coordinating efforts to raise children and young people's aspirations and the subsequent impact of this on levels of educational attainment; health; crime; anti-social behaviour; teenage pregnancy; social cohesion; and long term economic regeneration. On most measures, attainment in the sub-region is improving year on year, and the majority of schools are good and improving. However, the educational outcomes for children and young people in South Yorkshire are poor in comparison with the national average and that of comparable regions.
What advantages are there to this project operating at a sub-regional level?	The above are all inter-related. For example, low attainment leads to unfulfilled potential for individuals, reduces the quality of South Yorkshire's cultural life, and hampers it's economic performance. This also impacts on South Yorkshire's health outcomes, as low achievement is an indicator of poor health in later life, and equally, failure to achieve at least a reasonable level of health is very often a barrier to achievement. Good health and well being provides the foundation for children and young people to learn and achieve.
How will it contribute to LAA themes & targets?	• Improvements to PSE, CCL, SATS, GCSE Diploma and A level results • Reduction in the level of absenteeism in schools • Reduction in the level of bullying in the city • Increase in the number young people continuing into higher education • Increase in the number of young people in employment/ decrease in Not in Education Employment or Training (NEET) • Increase in the number of young people attaining level 2 at 19 • Increase in the number of young people believing they can reach their goals • Increase in confidence amongst parents that their children will have a good future • Increase un the number of parents who believe they have an important role to play in supporting their children to reach their life goals • A decrease in the number of teenage conceptions • Improvements in Health indicators for example substance misuse, breast feeding, childhood obesity, smoking

	cessation rates etc • A reduction in Crime and Anti-Social Behaviour including incidents of arson and young people entering the Youth Justice system. • Increase the percentage of children and young people who believe that (named agencies) are there to help and support them.		
What are the main risks associated with this project?	**Scoping Phase** Failure to agree key intervention priorities amongst key partners	High	Low
	Resistance from staff/ partners	High	Medium
	Failure to engage local communities	High	Medium
	Failure to get phase two funding	High	Medium
	Slippage in timetable/ funding implications	Medium	Low
	Poor communications	High	Medium
	Later Phase Risks Inconsistent delivery and failure to undertake adequate process evaluation and learn from this.	High	Medium
	Failure to embed and sustain the learning across all programme partners	High	

What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	The first phase requires a budget of £250,000. It is envisaged that the overall programme will run for three years and will require a budget in the region of £1.85 million in total. We will be seeking the additional funding, approximately £1.6 million, for these phases following a successful scoping phase, from RIEP. (confirmation of level of funding to be requested to be confirmed)
	
	External Costs (Additional)
	• Scoping phase £.25 million
	   o Programme Manager
	   o Programme Officer
	   o Stakeholder Manager
	   o Development Officer
	   o Data and Evidence Officer		

	○ PA/ Admin - Development Phase £.25 million - Implementation phase £ 1 million - Evaluation phase. £.1 million - Embedding and follow up phase £ .25 million
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities and PCTs

The Project – *CAA*	Title: Comprehensive Area Assessment - Performance Management and Value For Money
Project description / activities required.	A project led by the South Yorkshire Sub Region which will develop an approach to the Comprehensive Area Assessment on behalf of the Yorkshire and the Humber RIEP. The project will address the common challenges faced by localities in achieving positive outcomes which reflect the needs of local people and a positive judgement on delivering against the Comprehensive Area Assessment. It will also focus on the new Use of Resources judgements, considering how strategic partners demonstrate value for money across a local authority area as a whole. Key activities will be the dissemination of shared learning to all authorities in the region as the project progresses so that: • Good intelligence is shared as quickly as possible to promote good practice across the region and to avoid other authorities wasting time on activities that don't work • Support is available to local authorities as part of their self assessments against the KLOEs • A consistent approach to managing performance is taken by the region in relation to CAAs; • The region as a whole performs well against the CAA framework
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	The project will support authorities to make the transition from existing performance management arrangements to those required by the Comprehensive Area Assessment and aligned inspection regime. It is also aimed at delivering the outcomes identified in the Regional Improvement and Efficiency Strategy. Particularly those in Programme Two namely: *The RIEP is committed to ensuring that support for continuous improvement for all of the region's authorities is available as well as providing focused support where major improvements are required. The RIEP will actively monitor performance in partnership with agencies in the region to understand emerging trends from CPA/CAA and other sources. This intelligence will drive early action to provide support to underperformers, whilst increasing performance from all authorities.*
What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	The outcome will support the improvement requirements at all 3 levels as the shared learning will support the continuous improvement required by councils and strategic partners across the Yorkshire and the Humber region. • To improve local authority's and the region's performance, management of intelligence and communication with the public, stakeholders and partners. • To complement and add resources and capacity to the developments which are already being undertaken or planned to improve performance management. • To address key cultural/organisational and process barriers to achieving the requirements of the Comprehensive Area Assessment. • To produce a value for money framework that demonstrates the added value of strategic partnership working within local areas. • To contribute to developing best practice and shared learning across the Region.

What advantages are there to this project operating at a sub-regional level?	There is an existing South Yorkshire Group who have worked together successfully on similar projects. The advantages being that: • The work required in developing the component improvement approaches to successfully addressing the requirements of the CAA framework can be split between the local authorities within the sub region • Best practice can be developed and shared throughout the region • Peer support can be provided to individual localities • Focussed work within the sub region will take account of the requirements of city and metropolitan authorities and the shared sub regional priorities.
How will it contribute to LAA themes & targets?	The LAA improvement targets will be an integral part of the CAA judgement. Therefore, the implementation of a robust performance tracking, monitoring and reporting framework will meet the requirements of the LAA and CAA. Particularly in the case of the risk assessments needed to support the overall judgements on an area basis.
What are the main risks associated with this project?	• Engagement within the sub region and the region as a whole • Delivering to the CAA/LAA timescales • Implementation of MIETOOL
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	**£100,000 to be allocated - £50,000 in 2008-9 and £50,000 in 2009-10**
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities

The Project – *Membership Development*	Title: Member development (Part of Leadership Development strand)
Project description / activities required.	Member development as part of the wider 'Leadership Development' strand put forward at the South Yorkshire Chief Executives meeting. This would specifically focus on: • Upskilling members to allow more informed decision making to take place • Improving Member-Officer working relationships by providing enhanced support to members using the IDeA Member development self assessment tool to identify gaps and issues. We envisage this work taking place in three stages: 1) Undertake a 'health check' on governance arrangements within each local authority area 2) Use the results to guide methods on improving governance arrangements and of giving councillors the right tools for the job, in their work inside and beyond the town hall e.g. peer review and support, mentoring, specific workshops 3) Evaluate the effectiveness of the programme based upon Officer/Member perception, quality of decision making etc.
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	The project will focus on providing Members with the support and skills to take effective and informed decisions on behalf of their citizens; and to work closely with officers to deliver positive outcomes within their communities. Given the Central government's increasing emphasis on providing 'Value for Money', Members need to be in a position to properly analyse the basis and rationale of decisions and their potential impact on the population. This is heavily emphasised within the new Comprehensive Area Assessment framework as a key development area for local authorities and strategic partners. The overall aim of the project is to ensure that Members will be in a position to ensure that 'Excellent and efficient performance' (as defined in the Yorkshire & Humber RIEP Strategy) is achieved by local authorities and strategic partners.
What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	At a local level: a) Members will be better prepared to take effective decision-making on behalf of the people in their local area b) Organisational effectiveness and perception of Councils would improve by enhancing the working relationship between Members and officers At a sub-regional level: a) Collaborative working would heighten the rate of improvement via the sharing and implementation of known effective practice b) Working relationships between officers and members would improve across the South Yorkshire sub-region

	At regional level: The IDeA tool will be used to identify the support needs within South Yorkshire and to implement the appropriate mechanisms to meet them. These will provide a practical model for councils to review their support arrangements and to identify what support councillors might require in their various roles.
What advantages are there to this project operating at a sub-regional level?	Whilst this project could be run at a local level, we consider a sub-regional bid to be more effective. One particular advantage is to take members out of their typical environment in their immediate locality and to discuss key issues with a wider audience, thus increasing the amount of expertise available to support and challenge the authority's governance arrangements. Rotherham MBC is a charter mark authority in relation to Member Development, Hence we feel a sub-regional bid would be an ideal opportunity to spread this effective practice locally.
How will it contribute to LAA themes & targets?	This would contribute to all LAA themes and targets that the Council makes a contribution towards. Members are actively engaged in monitoring and scrutinising the indicators and targets in LAAs on an ongoing basis. Full Council also have responsibility for formally signing off any formal reviews or refreshes of Local Area Agreements.
What are the main risks associated with this project?	There are three main risks associated with this project: a) Lack of participation of members b) Difficulty in agreeing dates for workshops due to limited availability c) Under-utilisation of the support made available as a result of the initial health checks Effective promotion would limit these risks, in addition to close working of member support teams from all four authorities in organising events at mutually suitable times.
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	The estimated cost for this project would be £160,000. The RIEP/authority split will be explored in further detail as a result of discussions between all four authorities at the meeting of the SYIP in January 2009. These discussions will focus on taking forward the previous successful member development programme and how to address the challenges faced by all elected members within local areas i.e. not only council members but also police and fire authorities as well
Is there an opportunity for match-funding? E.g. ESF/EDRF, etc.	*To be explored*
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities

The Project – *Financial Inclusion*	Title: Supporting a thriving third sector and Financial Inclusion
Project description / activities required.	**This application covers two area for consideration:** 1. **Quality Support to Third Sector Organisations** 2. **Support for Financial Inclusion Project Work** **1.Quality Support to Third Sector Organisations** This project would provide support to third sector organisations aspiring to achieve recognised quality standards or to introduce quality frameworks. Support would be targeted, but not exclusively, at organisations working in the field of public health, health promotion and social care. Significant opportunities will arise over the life of the current Local Area Agreement (LAA) for third sector organisations to contract with public bodies, particularly those delivering on the health and personalisation agenda. A prerequisite for any organisation wanting to tender for such work will be a commitment to working within prescribed quality parameters **2.Financial Inclusion** As with other sub-regions, the need for financial inclusion is being made more acutely transparent by the economic downturn. This bid would support the resources already in place, partly funded through the DWP Champions' Project and partly by local authorities, to extend the support available for businesses and people suffering from the economic downturn. Additional funding could broaden existing work and include: a) Embedding financial inclusion: More resources now will enable the systems and processes to be set up across a greater number of organisations and to assist more individuals. Financial inclusion would be built into current policy initiatives; there would be more up-skilling, awareness raising at both front line and senior level, protocols established for partnership working and for corporate responses/approaches to debt and debt management. These could be efficiently delivered through a South Yorkshire wide resource, ticking the VFM box. b) Working with banks, energy providers Post Offices: Significant headway could be made with energy suppliers, banks and other financial institutions, insurance companies etc in dealing with customers consistently and fairly, providing appropriate products and promoting greater take up of existing and new services, while at the same time taking account of the current economic downturn.

	There is also potential for working with post offices to help sustainability in rural communities, working with credit unions, maintaining the Post Office Card Account and developing other financial services. c) Creating a South Yorkshire Financial Inclusion Strategy: There is scope to produce a South Yorkshire Financial Inclusion Strategy which adopts a sub-regional approach and supplements the district strategies in place in Rotherham, Sheffield, Barnsley and Doncaster. d) Financial inclusion for offenders and ex offenders and their families: One of the RIEP priorities is in the criminal justice field and funding would enable links to be developed with Sheffield Hallam University which has a DWP contract for evaluating a national pilot on the financial gap for prisoners. This work has significant profile in the criminal justice world and we could quickly develop excellent initiative(s) around financial inclusion and crime reduction in South Yorkshire.
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	**1.Third Sector** The project will help local authorities identify and source better services and minimise the risks associated with contracting with bodies not conforming to quality standards and framework**s.** It will also support delivery against NI7 Environment for a thriving third sector. **2.Financial Inclusion** In the short term, the project will help minimise the impact of the economic downturn. In the medium term it will ensure businesses and individuals develop skills to manage their finances effectively and access mainstream services such as bank accounts and obtain credit funding. It will also help avoid the need for people to use illegal lenders
What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	**1. Third Sector** The project will help local authorities identify and source better services and minimise the risks associated with contracting with bodies not conforming to quality standards and frameworks. As noted above, the Project will achieve quality standards to introduce quality frameworks, by working with Key Partners. **2. Financial Inclusion** In addition to the above, these outcomes will be achieved in each district and accumulate at sub-regional level.
What advantages are there to this project operating at a sub-regional level?	**1.Third Sector** Voluntary Action Barnsley proposes delivering this project using the model successfully developed to deliver human resource (HR) and legal advice services to third sector organisations across South Yorkshire. This service, funded by Yorkshire Forward and Objective 1, is operated by the four South Yorkshire CVS. We propose offering the Quality Support Project in a similar manner: • Locating business advisors within each CVS • Deploying these across South Yorkshire • Matching the requirements of customers with the relevant skills and background of each advisor.

	Access to advisors would be via a shared telephone hotline ensuring coverage across the sub-region at all times. Contracting with a single body to deliver the project would realise efficiencies. **2. Financial Inclusion** • District arrangements are not geared up to address cross-cutting themes such as financial inclusion for offenders. These are best addressed at Sub-regional level. • Consistency of approach • Learning and application of effective methodologies across the sub-region
How will it contribute to LAA themes & targets?	**Third Sector** Third sector organisations in Barnsley are active across the full range of social and economic activity. This is true also of those operating in Doncaster, Rotherham and Sheffield. However, we would see the project as contributing substantively to three Barnsley LAA outcomes: • Outcome 5 - Promoting the health of the public and narrowing health inequalities; • Outcome 6 - Securing the wellbeing of older and vulnerable people in need; • Outcome 7 - Securing the wellbeing of children, young people and families. (Specific comment on themes and targets relevant to Doncaster, Rotherham and Sheffield to follow as required).
What are the main risks associated with this project?	**1.Third Sector:** Organisations failure to not understand the relevance of quality development. Development further of awareness of embedding quality can help organisations, including smaller, community based groups, to access support and funding. **LOW RISK** **2. Financial Inclusion:** Failure to improve financial inclusion, leading to individuals' failing to access bank account. Failure to help individuals manage their finances effectively. Individuals resorting to illegal lenders, risk of becoming homeless due to increasing debt. **LOW RISK**
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	For quality support to the third sector, it is estimated RIEP funding over two years, (for 4 posts @ 28hrs - £205,500) would be required. Potential for match funding via ERDF could be explored. VAB has is involved with a bid to support social enterprise being led by BMBC. The second phase of ERDF funding should also be examined. For financial inclusion, C£300,000 pa is already provided through DWP funding and local authorities' contributions. An additional £120,000 pa through RIEP would help enhance and expand the service as outlined. The possibility of combining resources to deliver the schemes could be explored and it is estimated that annual funding of £180,000 would enable the schemes to be combined and delivered through one resource.
Is this project supported by the Chief Executive?	Agreed in principal subject to further discussions between the four Authorities

The following bid is to be submitted for consideration by South Yorkshire Chief Executives however at this stage support from all 4 authorities is not clear. If not part of a sub-regional approach, bids may be submitted by individual authorities:

1. **The 101 bid has been developed by Sheffield, benefits for the other LAs are unclear as they may be in conflict with the service they already provide via their own call centres and other services.**

The Project – *101 Number*	Title: South Yorkshire Police and Sheffield City Council Shared Service
Project description / activities required.	This project will create a new shared service that will deliver 101 (single non emergency number) plus 3 out of hours telephone access services (adult social care telephone access, children's social care telephone access, homelessness emergency phone access). South Yorkshire Police who currently deliver 101 on behalf of the partnership will also be asked to take on the delivery of 3 extra out of hours services and Sheffield City Council will transfer to them the budget to do this. The bid to the RIEP would be to help support the implementation costs to undertaken the service transformation with Sheffield City Council transferring to South Yorkshire Police the on going revenue budget to support this shared service. At the moment the implementation costs are approximately £200k. The services would be supported in the long term by Sheffield City Council transferring its existing budget for these services to the Police.
How the proposed project meets and supports the priorities of the Y&HRIEP Strategy?	The new shared service would provide a more cost effective, value for money service, rather than both partners continuing to provide expensive out of hours access. It would also help create a platform for potential future expansion to cover other areas of out of hours provision, maybe working with other partners across the region. In particular, the project will explicitly help to support the partnering skills, and efficiencies priorities within the Corporate Improvement and Value for Money objective of the RIEP Strategy, by improving joint working between SY Police and Sheffield City Council, and by creating efficiencies in the way telephone access is provided
What the key outcomes of the project will be at: 1) Local level 2) Sub-Regional level 3) Regional level	*Key outcomes at local level include:* Being able to provide a more cost effective, value for money service , rather than both partners continuing to provide expensive out of hours access. Helping to create a platform for potential future expansion to cover other areas of out of hours provision *Key outcomes at sub-regional and regional level include:* Expanding provision to include services provided by other local authorities in the sub-region, potentially creating efficiencies in the way services are provided Creating a centre of excellence for emergency out of hours provision that other authorities in the region could learn from.
What advantages are there to this project operating at a sub-regional level?	Although this project will primarily benefit Sheffield in the first instance, there may be substantial (and achievable) efficiency savings arising from other South Yorkshire authorities participating at a later date, particularly as SY Police operate across the sub-region.

How will it contribute to LAA themes & targets?	This project will contribute to the Successful Neighbourhoods, Inclusive, Healthy Communities, and Great Place to Grow Up themes of the Sheffield First Agreement. In particular it will contribute to NI 68 and NI 130 by providing better quality out of hours support to adults and children's social services clients.
What are the main risks associated with this project?	**Key risks** Not achieving political sign-off from SY Police and/or Sheffield City Council Not achieving the predicted efficiencies
What are the costs of the proposal? (basic estimate of required RIEP funding + Authority/partner funding)	Estimated costs for the project are £200,000 – it is hoped that RIEP would be able to provide all of this funding. Sheffield City Council will transfer its existing service budget to SY Police to cover operational costs.
Is there an opportunity for match-funding? E.g. ESF/EDRF, etc.	
Is this project supported by the Chief Executive?	Support from Deputy Chief Executive of Sheffield (Chief Executive not yet briefed)

Other Bids for consideration:

- **Research & Statistics – LASOS (Local Area Statistics Online Service)**
  South Yorkshire is one of the first county regions to develop this small area information website which provides joined up information from each of our districts, launched in December 2008.

  There is information about population, community safety, fire, health, education and economic data in South Yorkshire. Local Area Agreement targets are also available via LASOS, along with how well we're doing to meet those targets.

  This programme was supported by previous improvement funding and this proposal is to sustain its operation and support further development.

  Sheffield CC are to work up a proposal for required funding which will inform CEX group in January.

Agenda Item 9

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Corporate Improvement Board
2.	Date:	12th January 2009
3.	Title:	Data Quality Management 2008
4.	Directorate:	Chief Executive's

5. Summary

In May 2006 the Audit Commission published its new methodology for assessing data quality management within local authorities. The overarching objective of the new approach is to ascertain whether *'the Council has proper management arrangements for data quality'.*

This report details the findings from the recent KPMG data quality audit conducted from July to October 2008 which classifies the council's data quality arrangements as performing strongly.

6. Recommendations

The Corporate Improvement Board note the findings in the data quality report.

That the report is forwarded for discussion at a Cabinet Meeting to be held on 21st_h January 2009 and Audit Committee Meeting to be held on 21st January 2009.

7. Proposals and Details

In May 2006 the Audit Commission published a new methodology and Key Lines of Enquiry for reviewing local authority's data quality arrangements. The approach involved KPMG reviewing the data quality management arrangements through comparing actual arrangements to those identified in Key Lines of Enquiry (KLOEs) and performing detailed testing on a number of indicators selected by the Audit Commission – in the case of Rotherham 5 indicators were subject to testing.

Data Quality Management Arrangements

The review of management arrangements is structured around five themes:

- Governance and leadership;
- Policies and procedures;
- Systems and processes;
- People and skills; and
- Data use

These break down into thirteen Key Lines of Enquiry (KLoEs) and each theme is scored as defined below:

Level	Description
1 – Inadequate	Below minimum requirements - inadequate performance
2 – Adequate	Only at minimum requirements - adequate performance
3 – Performing Well	Consistently above minimum requirements - performing well
4 – Performing Strongly	Well above minimum requirements - performing strongly

Overall management arrangements have been rated as **'performing strongly'**. The table below highlights how KPMG have rated each of the five themes assessed as part of the data quality management arrangements assessment.

Theme	Score
Governance Arrangements - This section looks at: • How responsibilities for data quality are defined and communicated • The data quality objectives in place and • How standards for data quality are monitored and reviewed	Performing Strongly (4)
Policy Framework - This section looks at: • The authorities policies in relation to data quality • How the policies are implemented	Performing Strongly (4)
Information Systems and Processes - This section looks at: • The robustness of the systems in place which store underlying data • Management actions in relation to previously identified weaknesses • Data security and integrity • Systems for collating indicators and sharing information	Performing Strongly (4)
People and Skills - This section looks at: • The responsibilities of staff for achieving data quality has been communicated	Performing Strongly (4)

Theme	Score
• The arrangements in place to ensure that staff have the necessary skills in relation to data quality	
Using data effectively - This section looks at: • The arrangements in place for ensuring that data supporting information is also used to manage and improve the delivery of services • The controls in place for data quality reporting	Performing Strongly (4)

The report makes no recommendations for improvement under any of the themes and is attached at Appendix A,

Performance Indicator Testing

KPMG audited the following 5 indicators as part of the audit process:

- BV165 – Percentage of pedestrian crossings with facilities for disabled people
- HIP HSSA (H18) – Percentage of total private sector homes vacant for more than six months
- BV78a – Speed of processing new claims to HB/CTB
- BV78b – Speed of processing changes of circumstances to HB/CTB
- PAF C32 (Older people assisted to live at home)

Best Value Performance Plan

There is no longer a requirement for the Best Value Performance Plan to be audited in accordance with the Audit Commission's Code of Audit Practice.

8. Finance

No direct finance implications.

9. Risks and Uncertainties

It is likely that the same approach for assessing data quality will be used in 2008/09.

Many of the PI's that KPMG choose to examine are CPA measures – any amendments or qualifications would have impacted on the council's service block scores and overall CPA rating.

The mitigating actions taken by directorates in terms of quality assurance and data management were successful. Lead officers and PI managers involved in the audit should be congratulated on this achievement as the external audits were more robust than in previous years.

10. Policy and Performance Agenda Implications

The findings of this work will feed into the Use of Resources assessment for the CAA 2009.

11.Background Papers and Consultation

Audit Commission's Management Arrangements for Data Quality

Contact Name :
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KPMG

Data Quality Review 2007-08

Draft

Rotherham Council

3 December 2008

Content

Appendices

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Executive Summary

The Audit Commission has developed a three-stage approach for assessing data quality, the first stage being a review of management arrangements for data quality. This review determines whether Rotherham Council has in place proper corporate management arrangements for data quality, and whether they are being applied in practice. This is the third year in which we have undertaken work on data quality.

The findings support our conclusion on your arrangements to secure value for money in relation to the specific criterion on data quality. This requires the Council to have '*a track record of using high quality information on costs to actively manage performance, improve value for money and target resources*'. This conclusion was issued with the 2007/08 audit opinion on your accounts.

Stage One

The work on management arrangements focuses on corporate data quality arrangements for your performance information. Our work will help drive improvement in the quality of performance information, leading to greater confidence in the supporting data on which performance assessments are based. The review is structured around five themes:

- Governance and leadership;
- Policies and procedures;
- Systems and processes;
- People and skills; and
- Data use and reporting.

These themes break down into thirteen Key Lines of Enquiry (KLOEs). We have assessed your arrangements against each KLOE and have scored you against each theme as defined below:

Level	Description
Inadequate	Below minimum requirements - inadequate performance
Adequate	Only at minimum requirements - adequate performance
Performing well	Consistently above minimum requirements - performing well
Performing strongly	Well above minimum requirements - performing strongly

We have assessed your overall performance as performing strongly. You have performed strongly in respect of your arrangements over all five themes.

We have provided our key findings in Section One ; no recommendations have been raised. We report on the implementation of prior year recommendations in Appendix 2

2

Executive Summary

Stage Two

During Stage Two of the process we followed up issues arising from the analytical review of 2007/08 BVPI and non-BVPI data, used in the Comprehensive Performance Assessment carried out by the Audit Commission. This analytical review informed our selection of a sample for testing at Stage Three.

Stage Three

When deciding how many and which PIs to review at Stage Three, in addition to those identified for review by the Audit Commission, we used the results from stage one and our cumulative audit knowledge and experience to determine the total number of PIs for review. As a result of this, we have identified two BVPIs and non-BVPIs to review. In addition, it is mandatory to review two housing benefits PIs (BV78a and BV78b) at Stage Three. The following were therefore reviewed:

- BV165 – Percentage of pedestrian crossings with facilities for disabled people
- HIP HSSA (H18) – Percentage of total private sector homes vacant for more than six months
- BV78a – Speed of processing new claims to HB/CTB
- BV78b – Speed of processing changes of circumstances to HB/CTB

For Stage Three, in addition to the sample selected from specified indicators, we selected PAF C32 (Older people assisted to live at home) to review that is not on the list of specified indicators. This is because we identified a potential risk to the quality of the underlying data, although our subsequent review did not identify any issues impacting on the quality of the data supporting this indicator.

The results of these spot check reviews indicate that the data quality underpinning your PIs is adequate.

The results of our data quality spot checks are summarised in Section Two.

Best Value Performance Plan Report

In prior years we audited your Best Value Performance Plan in accordance with the Local Government Act 1999 and the Audit Commission's Code of Audit Practice. From this year there is no requirement for this to be audited.

Section one
Management Arrangements

We have assessed your **overall level of performance** as **performing strongly.** You have performed strongly in respect of your arrangements over all five themes detailed below.

The table sets out key drivers behind each theme, and details areas where you are currently meeting requirements and areas where further development is required.

Theme	Performance	Key issues
Governance & Leadership	well above minimum requirements	Areas of strong performance ✓ The Council continues to operate under a governance framework in which data quality responsibilities and objectives are clearly defined and effective monitoring and review mechanisms exist. The Council has successfully extended key initiatives such as its Performance Management Framework (PMF) and performance clinics into the Local Strategic Partnership. Areas for further development • We have not identified any elements where further work is required.
Policies & Procedures	well above minimum requirements	Areas of strong performance ✓ The Council's data quality policy is enshrined in its PMF, which is supported by various linked documents and comprehensive guidance and procedures. These links and procedures have been strengthened during the year, for example by the addition of data quality procedures for housing and mental health partners. ✓ Directorate Performance and Quality officers continue to play an important role in ensuring policies and procedures are followed consistently throughout the Council. Areas for further development • We have not identified any elements where further work is required.
Systems & Processes	well above minimum requirements	Areas of strong performance ✓ The Council has an established Performance Management System (Performanceplus) and is assessing its potential for use in performance reporting for the Local Strategic Partnership. ✓ The Council's emergency planning activity includes scenario planning and risk assessment of business critical systems. This is supported by effective business continuity planning at department level. ✓ The Council has enhanced controls over shared data by introducing performance clinics for partners and by developing new data quality protocols and strategies for its mental health and housing partners. Areas for further development • We have not identified any elements where further work is required.

Management Arrangements (continued)

Theme	Performance	Key issues
People & Skills	well above minimum requirements	Areas of strong performance ✓ The Council continues to set clear corporate data quality targets, which are underpinned by individual level responsibilities contained in Job Descriptions and reviewed via Personal Development reviews. The network of directorate Data Quality Champions work alongside Performance Indicator managers to ensure data is rigorously checked and validated and the Council has introduced additional training on data quality for Performance Indicator managers to enhance their skills. Areas for further development • We have not identified any elements where further work is required.
Data Use	well above minimum requirements	Areas of strong performance ✓ The Council's performance reporting process is linked to corporate plan priorities and is a key enabler in managing delivery of services. Performance clinics continue to be used to focus on specific service delivery issues highlighted by performance reporting. ✓ Data validation measures include the use of standardised data return templates and Performance Indicator evidence files and extensive checking by directorate Data Quality Champions and the corporate Performance & Quality team. Areas for further development • We have not identified any elements where further work is required.

Data Quality Spot Checks

Our Stage Two analytical review work identified that the PI values reviewed fell within expected ranges or were substantiated by evidence.

We carried out spot checks on five of your PIs. As a result of our audit work none of the PIs were amended and no reservations were issued .

PI	Description	Value stated	Conclusion
BV165	Percentage of pedestrian crossings with facilities for disabled people	100%	Fairly stated.
BV78a	Speed of processing new claims to HB/CTB	25.8	Fairly stated.
BV78b	Speed of processing changes of circumstances to HB/CTB	12.6	Fairly stated.
HIP HSSA (H18)	Percentage of total private sector homes vacant for more than six months	1.42	Fairly stated.
PAF C32	Older people assisted to live at home	69.72	Fairly stated.

Appendix 1
Recommendations

We have not raised any recommendations relating to your data quality management arrangements.

Prior Year Recommendations

This appendix summarises the progress made to implement the recommendations that we identified in our 2006/7 Data Quality report.

Year	Number of recommendations that were:		
	Included in original report	Implemented in year or superseded	Remain outstanding
2006-07	2	2	0
Total	**2**	**2**	**0**

Agenda Item 10

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Corporate Improvement Board
2.	Date:	12th January 2009
3.	Title:	Corporate Improvement Plan – Progress Report
4.	Directorate:	Chief Executive's

5. Summary

The Corporate Improvement Plan was refreshed in Autumn 2007 to guide the council in its priority to become an excellent authority but also to prepare for the forthcoming changes in local government. Since the authority obtained Excellent status in February 2008 the plan has been updated to ensure excellent status is retained but also to ensure that the authority is progressing to reflect changes in local, regional and national priorities and policy drivers.

This report highlights the progress made to date with implementation of the updated Corporate Improvement Plan highlighting actions achieved or on target for completion, actions not achieved or delayed. It also highlights any new issues which need to be introduced as part of its regular updating.

To date 75% of the actions have either been achieved, ongoing or are on target for completion.

6. Recommendations

Corporate Improvement Board note the progress being made with the implementation of the Corporate Improvement Plan and the actions raised as delayed / areas of concern.

Corporate Improvement Board propose any new issues to feature as part of the Corporate Improvement Plan.

7. Proposals and Details

Background Information

The Corporate Improvement Plan was refreshed in Autumn 2007 to guide specific improvement activities to enable the council prepare for the recent changes in local government and the need to achieve an 'excellent' CPA rating in February 2008.

When the council obtained its 'excellent' CPA rating many of the original actions contained within the Corporate Improvement Plan were either completed or are making good progress, few slipped from their original target.

The Corporate Improvement Plan is a rolling document which is continually updated to ensure performance remains on track and that the authority is progressing to reflect changes in local, regional and national priorities and policy drivers. Since the last progress update in April 2008 the following issues have been incorporated into the Corporate Improvement Plan.

- Maintaining "Excellent" CPA status
- CPA Service Block issues
- Preparing for Comprehensive Area Assessment
- Introduction of the new national indicator set

Progress on the Corporate Improvement Plan

The Corporate Improvement Plan currently contains 129 individual actions compared to 159 when the last update was produced. This is a result of 31 of the actions from the last update have been removed as a result of their achievement and the addition of 1 new action.

Updates from various departments within the council were received in September / October 2008 to enable an assessment of progress against the actions in the Corporate Improvement Plan. Overall good progress is being made against the actions within the plan, and a number of actions are completed or are on target (Appendix A).

The table below demonstrates the good progress:

Status	%
Achieved, ongoing or on target for completion	97 actions = 75% Achieved – 41 actions Ongoing – 23 Actions On target for completion – 33 actions
Not Achieved or slippage incurred on original target (delayed)	32 actions = 25% Not Achieved – 12 actions Delayed – 20 actions

The narrative below summarises the areas of achievement and significant progress to be noted and the areas where work has either been delayed or is an area of concern.

Achieved / Significant Progress

Direction of Travel – Our 2007 CPA Direction of Travel Improvement Rate was 55% which was below the council's target of 70%. One of the contributing factors to this decline was that the Direction of Travel data pack content was not consistent with that of previous years. Following through analysis of the data pack, regular updates and 1:1 performance meetings between the Chief Executive and Strategic Directors the Direction of Travel data pack issued in October 2008 highlights a 70% improvement rate for 2007/08.

CPA Service Blocks – The majority of our CPA service blocks have shown improvement over the last year. Our benefits service is on course to maintain its maximum score and our environment and culture blocks are course to maintain their scores of 3. Improvements to the performance indicators in the housing block place us on course to improve the service block score from a 3 to a maximum of 4.

Sustainable Community Strategy / Local Area Agreement / Corporate Plan / Medium Term Financial Strategy– The publication of all four of the above are all interlinked, have been designed and approved and were officially launched in September 2008. We have been rated "low" risk by Government Office Yorkshire and Humber in relation to the development and negotiation of our Local Area Agreement 2008/11. The Council's performanceplus system has been modified to ensure these strategies can be effectively performance managed.

Our Future – Robust project management arrangements and ongoing reporting mechanisms are now in effect to implement the recommendations of the Our Future initiative.

Single partnership community newsletter – As part of the council's drive to improve customer satisfaction, the way we communicate with our customers and our reputation we have produced our first single partnership community newspaper for Rotherham.

Complaints Handling – Although the council were slightly under target in relation to the number of days taken to deal with ombudsman performance has demonstrated a significant improvement. The number of days taken to deal with Ombudsman reduced from 34.7 days to 28.5 days. Additionally it has been agreed with the Ombudsman's Office that a half yearly update will be provided outlining any performance reporting issues to enable the Council to more proactively identify and manage any issues. The Local Government Ombudsman (LGO) has also agreed to meet with the Council on an exception basis, should a particular issue necessitate it.

Data Quality - Last year the council obtained a maximum rating of "performing strongly" in all 5 elements of its annual data quality assessment. This year we have received feedback that this rating has been maintained. A number of PI's have been subject to robust audit and no measures received an unqualified opinion.

Awards – The Council has already exceeded its target in relation to awards. In 2008/09 we have already been awarded: -

- LGcomms Reputation Awards - National Story
- Leading Aspect Award - Engaging the Child's first educator
- Training Journal Award - Best e-learning programme
- Yorkshire Business Insider Awards - Local Authority of the Year (Rotherham Renaissance)
- Association of Public Sector Excellence Service Award - Best Employee and Equality Initiative
- Rehabilitation First Awards - Employer Category

In addition we have been shortlisted for:

- 1 Beacon Award
- 4 Local Government Yorkshire and Humber Awards - Making A Difference
- 1 LGC Award

and we have submitted and awaiting shortlists for:

- LGC and HSJ Awards - 3 submitted

Delayed / Areas of Concern

White Paper Publications – A number of actions in the Corporate Improvement Plan are currently classified as delayed due to the late issue of White Paper Publications including those relating to Economic Development and Councillor Call for Action. Subsequently target dates will be revised in liaison with the relevant action managers.

Open a total of 6 customer centres by end of 2008 – The original target date has now been revised to Spring 2010. Our fourth customer service centre opened in September 2008 and customer service centres at Aston and Rawmarsh are currently planned for late 2009 and spring 2010 respectively.

Shared Services Strategy – Although a final version of the Shared Services Strategy is now being progressed, being consulted on and is to be submitted to CMT and Members in November 2008 it is important to note that the original target date for this production of a shared services strategy was December 2007. As a result of resource implications this target was subsequently revised to June 2008.

Invoice Processing - The Council had agreed the following average annual targets for performance of BVPI8 with RBT:

2007/08	96.3%
2008/09	97.0%
2009/10	97.5%

Outturn performance for 2007/08 achieved 94% which demonstrated an improvement on 2006/07 performance which achieved 91%. However performance against BVPI8 was not as consistent as it should be and it had been recognised that the Council should act to instil and embed good practice in this area and work was ongoing to this effect.

Average performance against BVPI8 for the year to date was 91.20%. CMT have also expressed disappointment at this level of performance.

It is important to note that the ROCC issues were also a main contributor to this after good progress in the early part of the year. It is also important to note that there are ongoing actions to drive improvement: 1 - the Directorate Procurement Champions are working on the late transaction reports chasing individuals where there are any issues; 2 - there also continues to be reports to CMT and PSOC with full breakdowns by directorate of where late payments have occurred.

Condition of Footways – Our Corporate Assessment report highlighted that an essential part of encouraging people to walk rather than use the car is to improve the condition of our footways and suggested the Council committed to placing a greater emphasis on improving footway condition by diverting funding to this area. BV 187 Condition of Footways is also a CPA environment service block measure which is placed in the bottom threshold. Although funding has been diverted into this area and the percentage of category 1, 1a and 2 footway network where structural maintenance should be considered has shown an improvement from 46% in 2006/07 to 41% in 2007/08 the measure still remains in the bottom threshold.

Manager Induction Review and Audit – The original target date to complete this work was December 2007. However the audit was initially delayed until August 2008 following further roll out of e-induction and manager induction programme. The target has been revised further to January 2009 due to the work not completed as a result of staff vacancies within the service.

Support Graduated within the workforce - The council are unable to achieve this action as funding is not available to support the National graduate Development Programme.

Corporate Communications and Marketing Strategy – Work to refresh and strengthen the Corporate Communications and Marketing Strategy was scheduled for completion by May 2008. However slippage has been incurred due to the work associated with the launch of Rotherham News. It is anticipated earliest possible submission of this report will be late 2008.

Children's Services – A number of issues have been identified relating to fostering and adoptions within the recent Children's Services Annual Performance Assessment. A follow up fostering inspection is scheduled for January 2009.

Future Reporting

The last round of CPA Annual Performance Assessments will be published at the beginning of 2009 and will be replaced by Comprehensive Area Assessment (CAA) that will take effect from 1 April 2009. The final CAA methodology will be published early in January 2009 with the first set of CAA results will be published in October 2009. Over the past few months work has been ongoing to obtain understanding of Audit Commissions proposals for the CAA. As a result there are a number of key areas of work which potentially require more focus to ensure a positive CAA result. Additionally more work needs to be conducted to raise the understanding of CAA amongst the authority and partners once the framework is determined. Specific actions around these areas of work will be incorporated into the Council's Corporate Improvement Plan for monitoring.

8. Finance

The plan currently includes a number of areas which will generate efficiency savings in line with Gershon and CSR07 requirements for example, workforce development, and procurement. However, other areas may need further investment to drive further improvements in performance.

9. Risks and Uncertainties

CPA, CAA and the White Paper are key drivers and it is important the council is well prepared for any future changes. A specific risk register is in place which tracks issues regarding the council's priority to maintain excellent status.

10. Policy and Performance Agenda Implications

All of the areas, particularly CPA, LAA and the White Paper which are included in the Corporate Improvement Plan are fundamental to and will have a significant impact upon the council's policy, performance and service improvement agenda. The Corporate Improvement Plan aims to ensure that these key areas of work are addressed and regular progress is monitored.

11.Background Papers and Consultation
Strong and Prosperous Communities – The Local Government White Paper
CAA framework

Contact Name: *Lorna Kelly, Corporate Improvement Manager, ext 2764*

Appendix A – Corporate Improvement Plan Update

Task	Target / Date	Status	Comments
Objective: Maintain 'excellent' CPA score in February 2009			
Produce and submit annual Direction of Travel Statement	DOT assessment score of 4 / 4 – Improving Strongly (October 08)	Not on Target	DOT Self Assessment submitted 10 October 2008. Judgement expected February 2009. Indicative feedback from the Audit Commission highlights that a maximum DOT rating will not be possible following issues highlighted as part of the recent APA Inspection within Children's Services.
Improve Direction of Travel performance indicators	More than 70% of PI's showing an improved direction of travel (October Annually)	On Target	Thorough analysis and focus conducted to improve this rating. Based on last years Direction of Travel Pack the improvement rate forecasted for 2008 is 68%. Initial data pack highlights a 70% improvement rate.
Ensure improvements from UOR year are being implemented	UOR score 4/4 (October 2008)	On Target	Progress against improvement opportunities identified by KPMG and revised/new KLOE criteria was reported to CMT in Dec/January 2008. Also monitoring via quarterly audit and inspection recommendations reporting framework.
Use of Resources -obtain score of 4	UOR score 4/4 (October 2008)	On Target	Self assessment submitted in accordance with timescales agreed with KPMG – awaiting score.
Culture Block - Reduce the number of PI's in the lower threshold to 2	Service Block score 3/4 (February 2009)	On Target	Maintaining a score of 3 remains dependant on the following 2 measures • C17 % of Adult Population Participating in Sport • C18 % of Adult Population Volunteering in Sport
Benefits Block – maintain existing score	Service Block score 4/4 (February 2009)	On Target	On course to maintain 4/4 score based on PI outturn data. 2 benefits PI's were audited in October/November 200 and no issues were identified.
Environment Block – maintain existing score	Score 3/4 (February 2009)	On Target	The Council is on course to achieve a score of 3 out of 4 against the Environment Service Block for the final year of CPA.
Housing Block – maintain/ improve existing score	Score 3/4 (February 2009)	On Target	Housing Block PIs improved (Energy rating, private sector housing vacancies made fit and % change in decent homes). Envisaged that score will improve to 4 out of 4. ALMO inspection maintained 2 star rating.
Adults Block – improve/maintain existing service block score	Service Block score 3/4 (February 2009)	On Target	Indicative score highlights that 3 out of 4 score is to be maintained. Significant improvements have been made in relation to the adults block with 6 of the 9 components to this block obtaining improved ratings.
Children's Block - improve or maintain existing score	Service Block score 3/4 or 4/4 (February 2009)	Not on Target	Unlikely that service score of 4 will be achieved. APA 2008 self assessment grades rated service block as 3 out of 4. Awaiting APA result. APA feedback highlights there is some issues in relation to adoptions and fostering.
Raise awareness of implications / results of CPA amongst workforce	Ongoing	Ongoing	CPA Updates now provided as part of quarterly performance monitoring.

Task	Target / Date	Status	Comments
Objective: Corporate Plan and Community Strategy in response to the potential demands of the forthcoming Local Government Bill and Statutory Guidance by March 2008 and ensure they are well understood by staff and partners and performance managed effectively			
Refresh and publish Community Strategy	May 2008	Achieved	Community Strategy launched in September 2008. Distributed in October 2008
Refresh Corporate Plan to reflect council contribution to Borough vision	May 2008	Achieved	Corporate Plan launched in September 2008. Distributed in October 2008
All service plans are quality assured and align to community strategy / Corporate Plan	May 2008	Achieved for 2008	
Conduct PDR Audit to determine the number of PDR's effectively conducted and test understanding of strategies	Increase in the quality of PDR's conducted October 2008	Achieved 2008	Employee Opinion Survey 2008 indicates 78% completion of PDR's (a further 5% increase).
Objective: Ensure effective delivery of the Community Strategy and LAA and NRS and aim to obtain an improved rating of Rotherham Partnership by focusing on crime and health inequalities targets			
Improve performance against all LAA Stretch targets to maximise performance reward grant	No. of improved LAA stretch targets	Ongoing	Next report due at the end of November 2008 to give a more accurate reflection of performance. Current performance is 7 on target, 3 Amber and 4 red (of which 1 is a data quality issue)
Improve performance relating to crime indicators including violent crime	BVPI 127a – Violent crime per 1,000 population (22.1 – 07/08)	Achieved	At the end of March 2008 the number of recorded violent crime per 1000 population was reduced to 19.05% against a 07/08 target of 22.10%. **2007/08 was the last statutory period of collection and reporting of the BVPIs.** Crime reduced by 9% in 2007/08. All community safety BVPIs improved. SRP have agreed new KPIs for 08/09 based on local intelligence and community priorities. NAS service plan contains actions to further reduce crime, ASB and the fear of crime.
Objective: To improve outcomes for Children and Young People			
Development and introduction of a CYPS Joint Commissioning Framework	Joint Commissioning strategy in place (March 2008)	Achieved	

Task	Target / Date	Status	Comments
To have in place arrangements that produce integrated working at all levels, from planning through to delivery as per children's trust requirements	March 2009	On Target	The PCT Board have identified 15 key actions to be completed prior to agreement to proceed to integration. Final report to PCT Board, CYPS Board and Cabinet January 2009 to agree full integration from April 2009.
Objective: To implement the 'Our Future' Review work recommendations and deliver an OD strategy to ensure the Council can implement Government Agendas for change in Local Government over the next 3-5 years			
Production of Project Initiation Documents (PID's) for all projects	November 2007	Achieved	The Our Future Programme 5 Workstyle project is now captured within the Worksmart project and will be progressed through that project. The worksmart governance and reporting arrangements will replace the Our future reporting arrangements for Workstyle.
Quarterly progress reporting to CMT and Cabinet Members	Ongoing	Ongoing	Quarterly reporting mechanisms now in place.
Objective: Responsive services and empowered communities - To ensure the delivery of more responsive services, extend choice and control and empower individuals and community groups as raised in the White Paper Strong and Prosperous Communities (Links to OF group 2)			
Improve consultation and involvement of service users through development and introduction of a detailed councilor call for action	Councillor Call for Action in place March 2008	Slippage on original target	DCLG will be publishing the final guidance for Councillor Call for Action towards the end of 2008/09.
Ensure multi agency neighbourhood charters are developed setting out local standards and priorities	7 charters in place Summer 2007	Achieved	All Area Assemblies have a neighbourhood charter in place but more work is required both corporately and with partners so that communities are able to shape services and feel satisfied that their views are taken into account. This will form part of NI 4 "Percentage of people who feel that they can influence decisions in their locality" delivery plan. This is a key action for preparing for CAA.
Implement stronger area assembly leadership and lines of accountability	Introduce pilot neighbourhood charter – April 2008 Roll Out – Ongoing	Ongoing	A Neighbourhood Pride Agreement has been established for Chesterhill and consultation has been undertaken with Eastwood and Springwell Unite, the neighbourhood governance pilot, regarding the possible application of a Neighbourhood Pride Agreement or other model in this area.
Improve capacity of Parish Council's to deliver better services and represent community interest	4 parish council's with quality status September 2008	Not Achieved	3 Parish Councils have quality status. The Quality Scheme is currently under review and we are awaiting the Government's proposals on its future development as part of the full implementation of the White Paper. A review of parish councils has started in Rotherham under the provisions of previous legislation and will be completed under the new legislation. The review is expected to be completed by the end of the year.
Objective Strong Cities, Strategic Regions - To devolve powers and resources locally to work across boundaries on economic development (e.g. city regions) and the potential use of Multi Area Agreements (MAA's)			
Respond to Draft Local Transport Bill Consultation relating to the reform of Passenger Transport Authorities	7th September 2007 May 2009 for South Yorkshire Governance Report	On Target	Contributed to the South Yorkshire response to the Draft Bill which is currently being considered by Parliament. The Transportation Unit Manager is currently serving on a South Yorkshire / Sheffield City Region Group looking at the Local Transport Governance arrangements which the Bill proposes to enact.

Task	Target / Date	Status	Comments
Inform, influence and respond to the issues arising from the Sub-National Review of Economic Development (July 07)	Autumn 2007	Slippage on original target	Still waiting for information and detail of proposed duty from Government.
Keep abreast of Government work on developing Multi Area Agreement (MAA)s and inform, influence and respond as required	Government Guidance on MAA's – TBC	Ongoing	First MAA has been developed and is currently being led by Tom Bell. CEX Office responsible for maintaining overview in relation to MAA's and providing regional briefings. A Regional Skills MAA currently being discussed which EDS will be involved in a skills Joint Issues Board has been set up at City Region level and held its first meeting but no date yet for when an MAA is likely to be finalized has yet been determined.
Government to explore the establishment of statutory city-regions for transport and economic development. RMBC to be actively involved in Sheffield City Region.		Ongoing	RMBC represented on a regional policy officer group, organised by LGYH. Discussions surround regional leaders structures and interface with Yorkshire Forward and use of Regional Improvement and Efficiency Strategy to help with capacity building across Local Authorities to respond to this agenda. At a local and City regional level work is ongoing with Yorkshire Forward on their Projects to Programmes approach for SRIP and also on calls for proposals under ERDF. Completion of RMBC's Economic Masterplan is the next key milestone (due 20 Nov). Officer currently on part time secondment to Sheffield City Region (July 08-January 09) to facilitate enhanced linkages.
Local authorities to hold RDAs to account and approve the regional strategies	TBC by Government	Slippage	Consultation paper from Central Government was received March 2008 and the response date for this consultation was June 2008. We are still awaiting response in relation to the Sub National Review in order to take this action forward. The publication of this response has been delayed due to the recent economic downturn issues. It is envisaged that the release of the SNR response will be in line with the pre budget statement at the end of November 2008.
A proposed duty for councils to write local economic evaluations	TBC by Government	Slippage	Consultation paper from Central Government was received March 2008 and the response date for this consultation was June 2008. Rotherham MBC are working towards a new Economic Strategy / Masterplan which will contain a detailed analysis and evaluation of economic needs. To be completed spring / summer 2008. We are still awaiting response in relation to the Sub National Review in order to take this action forward. The publication of this response has been delayed due to the recent economic downturn issues. It is envisaged that the release of the SNR response will be in line with the pre budget statement at the end of November 2008.
Objective: Local Government as a strategic Leader and Place-shaper - To have a common vision, shared values, mutual respect and mechanisms to agree priorities and monitoring arrangements with our partners which meet the requirements of government			
Respond to LAA consultation paper for 09/10	Ongoing	Ongoing	Two further consultation papers responded to in September 2008 and October 2008 relating to LAA Reward Grant and CAA Guidance.
Refresh Community Strategy	May 2008	Achieved	Community Strategy launched in September 2008. Distributed in October 2008

Task	Target / Date	Status	Comments
Improve and integrate strategic planning procedures , LDF and homelessness and housing strategies into the community strategy	May 2008	Achieved	Section on LDF incorporated in the refreshed Community Strategy
Introduce new strategic commissioning guidance in line with requirements of government		Achieved	Links to Our Future Group 2 Project. The guidance was presented to Our Future Group in February 2008. A report was presented to CMT for approval of the guidance.
Objective: A New Performance Framework – CAA: To ensure that the council effectively implement the new performance management framework by 2009			
Refresh Local Area Agreement	LAA signed by Minister June 2008	Achieved	
Rationalise the council's and partners key PIs included in the LAA and council's performance reporting framework	Quarter 1 08/09	Achieved	The number of PI's in the refreshed Corporate Plan rationalised. Analysis of the 198 National Indicators has been conducted. Further work required to determine which Local Performance Indicators the council will monitor both with Rotherham Partners and through benchmarking with other councils.
(NEW) Ensure that all National Indicators have assigned managers	December 2008	Achieved	All National Indicators have managers assigned
Respond to consultation relating to CAA	February 2008 (revised to Autumn 2008)	Ongoing	The council responded to both the Audit Commission consultation papers. Rotherham have participated in the GOYH consultation networking meetings.
Raise awareness of the CAA amongst staff and partners	April 2008	Ongoing	Awaiting final guidance to be published in January 2009. However CAA reports on the proposals for CAA have been presented to CMT, Cabinet, PSOC, Partnership Board to keep people informed on progress to date.
Objective: Efficiency – transforming local services			
Develop a strategy for shared services	Strategy In Place – December 07 (revised to June 2008)	Slippage on original target	The Shared Services strategy is currently in draft format and the final version is currently being progressed. Directorates are being consulted as to the opportunities for shared services that could be developed within their respective Departments. This information will be included in the Shared Services strategy and will be presented to CMT and Members with a view to getting a commitment to take the shared services agenda forward in November 2008.
Ensure 3 year financial settlements in place	To commence 2008 – 2011	Achieved	Announcement of CSR2007 has led to the refresh and update to the Council's MTFS 2008-11 which includes both indicative efficiency gains and savings and Directorate cash limits.

Task	Target / Date	Status	Comments
Objective: Effective, Accountable and Responsive Local Government: To remove barriers and create conditions that promote strong, accountable and responsive representation and leadership (links to OF group 1)			
Revisit the terms of reference of the Standards Committee be once the new responsibilities devolved from the Standards Boards of England are known	December 2007	Achieved	Size and composition of the Standards Committee has been agreed, amended Terms of Reference have been produced and a procedures manual has been approved.
Consider / resolve political leadership model of the council as per the white paper requirements	Dec 2009 Model Identified May 2010 Model Completed	On Target	A report is to be submitted to the reconvened Our Future Group 1 meeting, to be held in November, which will outline a proposal for the new political management arrangements. A report has been submitted to CMT in relation to Devolution and Delegation of Powers to Area Assemblies. Cabinet portfolios and Scrutiny panel titles have been amended, where necessary, to reflect a more thematic approach – these will be considered further once the political management arrangements have been approved. Research and fact finding has taken place with regard to a review of Full Council meetings and a report will be submitted to a future meeting of Our Future Group 1. This issue is being progressed and will be completed within the statutory timetable.
Strengthen membership and governance arrangements of the existing cohesive communities groups	As per White Paper Implementation Plan	Achieved	Membership has been reviewed and strengthened to include wider Voluntary Community Sector (VCS) representation and the Community Safety Unit. The group is now chaired by the Cabinet Member for Communities and Involvement with the Chief Superintendent acting as vice chair. VCS representation is drawn from REMA, VAR, UMCC, Yorkshire Trust, Rotherham Partnership, CYP, NAS Asylum Team and the Community Cohesion Officer and Rotherham NHS
To review governance arrangements for existing cohesive communities groups and strengthen involvement linkages to scrutiny	As per White Paper Implementation Plan	Achieved	Reporting arrangements to Democratic Renewal Scrutiny Panel confirmed and in place.
Develop and implement a Cohesive Communities Action Plan which takes account of national indicators, A8 immigration	TBC for implementation in 2009	On Target	The Action Plan has been delivered but there is a need to refresh the Community Cohesion Strategy which is planned for completion by 31 March 2009. The Place Survey is currently live and the baseline information to set the indicator will be available in February 2009 to incorporate into the strategy.
Objective: Further develop the role of Scrutiny within the council and the Council's role in respect of health scrutiny to ensure focus on health elements of Rotherham Alive			
Ensure the delivery of the Self Evaluation for Overview and Scrutiny Action Plan	% of recommendations implemented June 2008	On Target	Of the 16 recommendations, 13 were accepted. Of these, progress is good against 11, including 3 recommendations are pending the outcomes of the 'Our Futures' group and implementation of legislation. Scrutiny Services will be repeating the self evaluation exercise in Autumn 2008 and determining new priorities.

Update: November 2008

Task	Target / Date	Status	Comments
Undertake scrutiny reviews and ensure recommendations accepted by Cabinet and implemented	Conduct at least 10 reviews pa and Implement 80% of agreed recommendations per year – May Annually	Achieved	10 reviews completed • Impact and response to Floods • Future challenges of the Youth Service • Corporate Complaints • Area Assemblies (part 2) • Advice Centre Reviews • Use of school premises • Use of garage sites (select committee style meeting) • Councillor Call for Action – Rotherham model Two reviews completed but not submitted • NRF - lessons for the future (completed but not submitted as review overtaken by other developments. Review findings incorporated) • Use of consultants (delayed pending changes to PSOC) The reporting systems from Cabinet (and CMT) introduced as part of the scrutiny self-evaluation has meant that we are able to track which recommendations are to be implemented far more effectively. Of those recommendation going to Cabinet or Cabinet Member, over 80% of recommendations have been accepted. Other recommendations have been sent to external organisations for their consideration. Measurement of agreed recommendations from the above reviews is difficult at this early stage as many of the recommendations need time to be implemented.
Hold capacity building day for elected members focusing on local health structures, health finance, commissioning and reducing health inequalities	Capacity Building day held – July 2007	Achieved	Event held in September 2007 Regional health scrutiny work consolidated. Working protocols for regional and sub-regional work established for example, local and regional consultation organized in response to reconfiguration of Yorkshire Ambulance Service.
Agree a health scrutiny work programme and undertake at least 2 specific reviews	April 2008 April 2009	On Target	Health Scrutiny Work Programme complete in May 2008. Work has started on the first review – 'reducing barriers to breastfeeding'. A second review is to be identified
Work with SY Health Scrutiny Committee on the 07/08 Annual Health Check responses for sub regional health trusts and produce agreed responses	April 2008	Achieved for 2008	Annual Health Checks submitted – plans underway to undertake 2008/09 health check in March 2009
Member Development programme to be adopted to accommodate the expanding scrutiny role	All relevant members to have received relevant training – End April 2008	Achieved	All members received invitation to the following: Scrutinsing LAA workshops delivered spring 2008 Councillor Call for Action Workshops undertaken spring 2008 – in addition, each AA co-ordinating group to receive 'How the Council Works' and CCfA presentation (ongoing) Personal Development Plans being undertaken to identify training and development needs for members.

Task	Target / Date	Status	Comments
			Specific work with the Adult Services and health scrutiny panel on raising awareness in relation to health inequalities.
Objective: Review and implement improvements to Internal Audit so that it meets the required standards e.g. CIPFA			
Deliver all key annual internal audit performance targets	Ongoing	On Target	2007/08 performance targets achieved with the exception of minor issues around:- Client satisfaction % 'chargeable time' Subject to ongoing review during 2008/09
Implement all recommendations relating to Internal Control from UOR	Maintain a Use of Resources Score of 4 – October 2008	On Target	All recommendations implemented – awaiting 2008 Use of Resources judgement
Ensure that standards in the CIPFA Code of Internal Audit are met through self assessment and regular monitoring of action plan	External Audit Assessment of whether CIPFA standards are met – July 2007 and summer 2009	On Target	Standards achieved ratified by KPMG Report in 2007 Further assessment in 2009
Objective: Strengthen the Council's approach to financial management to retain a good score under CPA UOR			
Improve public involvement in the budget consultation process building on last years approach and further QOL survey to track success of engagement in budget process		Ongoing	The refreshed MTFS is founded on the vision for the borough expressed in Rotherham's Community Strategy and the Council's Corporate Plan. The vision has been developed using a range of information and opinions including extensive public consultation exercises in 2005 and 2007. The MTFS was launched with the refreshed Corporate Plan, LAA and Community Newspaper at a pledge event in September 2008 and publicity campaign. In tandem the format of the Council Tax leaflet and Annual Report have been revised and will continue to be subject to review.
Publish an updated medium term financial strategy (MTFS)	March 2008 (revised to summer 2008)	Achieved	Refreshed MTFS 2008-11 approved by full council on 23rd July 2008 and launched in September 2008
Objective: Council identifies and manages all strategic and operational risks to improve risk mitigation			
Risk registers are routinely used by staff and managers Councillors	Ongoing	Achieved	Risk Registers are routinely used by staff and managers. The corporate risk register is routinely reported to Cabinet, Audit Committee and Scrutiny on a quarterly basis.

Task	Target / Date	Status	Comments
Objective: Ensure the Council has effective governance arrangements in place by 2008 for all of its key private/public partnerships			
Produce a register of 'significant partnerships' and test the operation of governance arrangements	Governance arrangements of 100% of key partners tested and findings reported – March / April 2008 (revised to November 2008)	Slippage on original target	We have a register of 'significant' partnerships. There has been some minor slippage in partly as a result of the secondment of the Director of Internal Audit & Governance to 2010. A full test of the operation of governance arrangements for the partnerships is almost finished. A report will be presented to CMT late 2008 setting out the findings, conclusions and lessons from the review, and making recommendations for improvement.
Objective: Improve consultation feedback into the community and strengthen and improve consultation, involvement, and engagement mechanisms to improve public perception of the council and service delivery			
Identify and analyse all council consultation exercises	April Annually Sept Annually	Ongoing	Annual Plan produced and refresh of CCI Framework agreed by CMT in November 2008. An action plan has been produced and this will be actioned in line with existing performance management arrangements.
Objective: To use effective communications and marketing to develop and maintain a positive reputation for the council, so that people feel informed about local affairs and levels of satisfaction within the Borough and the Council are raised by 5% and maintained			
Align communications and marketing activity with corporate and business priorities in council wide plan	October 2007 (revised to December 2008)	Slippage on original target	Cross-council working group established. Work almost complete to scope all elements of pooled budget. Protocol being drafted for bidding to pooled budget. Next meeting December 2008.
Launch corporate identity guidelines	October 2007	Slippage on original target	Report to CMT 10th November.
Refresh and strengthen Corporate Communications and Marketing strategy	October 2007 (revised to May 2008)	Slippage on original target	Further slippage on this due to workload associated with launch of Rotherham News. Earliest possible submission of report to CMT is late 2008.
Produce annual report for RMBC	October 2007 December 2008	On Target	Report to CMT 3rd November 2008 recommending use of December issue of Rotherham News to publish 2008 Annual Report - £8k has been factored into the publication's business model.
Develop single partnership community newspaper for Rotherham, funded by partner agencies, to replace Rotherham Council Matters	Spring 2008	Achieved	Rotherham News published in September 2008

Task	Target / Date	Status	Comments
Objective: Obtain a maximum 4 out of 4 rating for data quality by 2008			
Ensure data quality checks are being conducted quarterly and reported to reduce the number of PI's with issues or reservations	0 PI's with reservations 2008 Audit	On Target	Data quality checks conducted on all PI's to be audited by KPMG – Data Quality now is a mandatory element of quarterly performance reports
Raise awareness of data quality amongst PI Managers and relevant officers and partners	April 2008	Ongoing	Data Quality Training conducted to all PI Managers in directorates. Further training to be planned and expanded to partnership and cover all NI owners
Address all recommendations identified in data quality audit report within agreed timescales	100% of recommendations implemented – June annually	Achieved	2 recommendations from the 2007 audit have been implemented prior to the 2008 audit conducted in summer 2008
Submit a quality self assessment and supporting evidence to external auditors	Data Quality Rating 4 out of 4 - 2008	Achieved	Self Assessment and evidence submitted June 2008. Stage 1 Audit received maximum 'performing strongly' rating in all 5 themes.
Objective: Maintain and identify further improvements year on year to performance management arrangements and implement an integrated approach to performance and financial management in line with existing best practice			
Annual review of service planning framework	September Annually	On Target	Work currently ongoing to research the service planning frameworks of other authorities rated as excellent or 4/4 for performance management.
Ensure all BIP's and SIP's have performance management details included	100% of BIP's / SIP's contain performance management detail	Ongoing	BIP's and SIP's are to be replaced with Policy Options Papers (POP's) to be introduced in 2008/09. The Performance and Quality Team are currently in the process of working with Financial Services to ensure that robust performance management information is incorporated into the process for 2008/09.
Extend the use of the computerised performance management software within the council and amongst key partners (VAR, PCT, Police)	All 3 key partners to have access to Performanceplus council users identified as part of phase 2 to have P+ access – December 2007	Achieved	Safer Rotherham Partnership are reporting using performanceplus. VAR have purchased and are using the software – PCT in process of purchasing software.
Hold performance clinics challenge and action poor performance	10 performance clinics held per annum – March 09	On Target	Good progress – Since 1st April 2008 a total of 4 performance clinics have been held, 3 Corporate Performance Clinics and 1 partnership clinic
Objective: To develop senior managers and Elected Members to address identified needs and future "Strong & Prosperous Communities" agenda. To engender Leadership amongst the workforce, increasing Pride and employee perception			
Undertake a risk assessment of Councillor surgeries	TBC	Achieved	This work has been incorporated in to the Member Opinion Survey 2008. In answer to questions in the Member Opinion Survey 2008 Members responded "I understand how to ensure my own safety when undertaking my role as an Elected Member when working in the ward – 94%; I understand how to ensure my own safety when undertaking

Task	Target / Date	Status	Comments
			my role as an Elected Member when holding surgeries – 94%. Subsequently a series of safety awareness training for Members has been conducted and included as part of member induction.
Conduct Pilot of "@home in…" ward info grid based on Westminster project	December 2007 (revised to April 2009)	Slippage on original target	This action has incurred slippage due to introducing broadband facilities. @ Home to be revisited by working group of councillors along with work on development of e-casework system.
Participation in Leadership Academy	12 additional members to have completed - March 2008	Not Achieved	An additional 9 members have completed the Leadership Academy this year – however this would have potentially been 11 only IDeA cancelled a programme. It is hoped to have more members sign up during the PDP process. There will also be 4 attending the 2009 summer school. (One Member has opted for 1-2-1 mentoring instead of attending the academy)
E Mail IT training for Members continuation	May 2009	Ongoing	IT Training continues. The installation of Broadband has given a fresh impetus and a series of skills based workshops will be held in 2009 as well as the continuing drop in sessions at the Town Hall.
Talent Management Project & support for under-represented groups into senior management	March 2008 Increase in BVPI –top 5%	Achieved	Sheffield CC led this project. An audit of succession planning in all 4 SY Councils has been completed and reported to CMT. The roll out of Sheffield BME programme and succession planning training will be undertaken by IDeA by January 2009. The top 5% BME representation for 2008/08 was 3.0% compared to target of 2.9%. an increase on 0.2% actual for 07/08.
Development Centres – M3	May 2008	Achieved	The M3 Management Development Centres have now been completed – approximately 30 M3 Managers did not attend the development centre
Commence M2 Centres	Attendance at Development Centres – LPI – February 2008	Slippage on original target	The first M2 Manager Development Centres commenced in November 2008. A second is scheduled for January 2009 – slippage on original target date of February 2008. Target date to be revised to November / December 2008.
Maintenance of Exchange	March Annually	Ongoing Achieved for 2008	
Conduct HEART awareness raising	March Annually	Ongoing Achieved for 2008	Recent liP result indicated embedding of HEART. Annual awards presented at VIP Awards – February 2008.
Develop job-specific competencies	March 2009 (revised to October 2009)	Slippage on original target	• This slippage on this measure was incurred as the IiP review and Talent Management audit indicated priority to complete career progression pathways work, using skills frameworks/competencies. • Bid submitted to Capacity Building Programme to lead Yorkshire and Humber project on skills framework and part successful. • Officer now in post to take this work forward which has now commenced.

Task	Target / Date	Status	Comments
Objective: To further develop management development programme, provide employee development in accordance with need, improve perception of learning and ensure consistent induction			
Refresh management development modules in response to White Paper, add on further modules	March annually	Achieved	Modules reviewed in May 2008
Conduct a Manager induction review & audit	December 2007 (revised to August 2008) (revised again to January 2009)	Slippage from original target date	Audit delayed until August 2008 following further roll out of e-induction and manager induction programme. Target revised further to January 2009 work not completed due to staff vacancies.
Aim: To provide organisational structures fit for purpose, continue to improve sickness management, progress against the IiP Profile standard, embed workforce planning, develop awareness of policies & increase flexible working			
Introduce Organisational change management toolkit and implement	September 2007 Ongoing in 2008	Ongoing	Toolkit launched in December 2007 Organisational Change Management Sessions held in September and October 2008 for Managers
Improve Sickness Management through: Conducting Stress e-learning & training, Musculo-skeletal project, Increasing Public health support, Sickness management support	March 2008 BVPI 12 – 8.25 days by March 2009/10	On Target	Sickness absence improved again in 2008/09 from 9.62 days in 2007/08 to 9.16 days. Various initiatives being undertaken to reduce sickness: - Revisions to smoking policy completed - counseling support maintained and continuing provision of occupational health service via RDGH - Improved provision of sickness absence data to managers - Advice and guidance briefings conducted to managers on handling absenteeism - Manager briefings highlighted various support avenues such as counselling, occupational health, referrals, flexible working and phased returns circulated. - Musculo-skeletal rehabilitation programme has won national awards and is to be rolled out to authorities in the Yorkshire and Humber Region
Workforce Planning: Audit of workforce planning & development of return on investment	June 2007 December 2008	On Target	Audit completed and findings reported to CMT in January 2008. Findings reported back to Directorates in December 2008
Workforce Planning: Roll out PSe learning & development to support workforce planning	December 2007 (revised to March 2010)	Slippage on original target	Problems experienced with Northgate relating to the tailoring of PSe have resulted in the timescales for the first 2 phases of the project to be revised to April 2008. PSe has gone live in November 2008 and phase 3 is currently being developed. It is anticipated that the rolled out in its entirety by March 2010.
Workforce Planning: Publicity re HR policies and flexible working options	March 2009	On target	• Further pilots of homeworking taking place. Workstyle project formed in September 2007 to develop a strategy to address workstyle needs arising from new town centre building. • BT conducted discovery stage and negotiations with BT continuing on options and costs of workstyle implementation.

Task	Target / Date	Status	Comments
Council regarded as Employer of Choice, with a balanced workforce. Recruitment/retention measures are responsive to need			
Development of Employer of Choice advertising talent pools for generic vacancies, of Recruitment portal	March 2009	On target	Recruitment Management system now selected and action plan being developed to implement during 2008. General employer of choice case studies are included in new Community Newspaper in 2008 however participation in Hallam FM Job Fairs which were planned for 2008 have not been delivered due to reductions in budget. Proposing a joint Careers Fair in 2008 with Local Strategic partners for prospective employees with disabilities.
Introduce Equip 2	March 2010	On target	Now to be included within arrangements for wider Programme Led Placements and creation of apprenticeships
Develop pre-employment training with JobCentre plus	March 2009	On target	Discussions taking place with Job Centre Plus. Commitment to offer jobs with significant number of working hours required which may place restrictions on types of work where this initiative may be applicable. Local Employment Partnership now signed with Job Centre Plus to promote employment of JC+ clients and movement of people from benefits into employment.
Support graduates within the workforce –case studies & development	March 2008	Not Achieved	Funding not available to support National Graduate Development Programme.
Pathways for those on incapacity benefit	March 2009	On target	Local Employment Partnership with Jobcentreplus signed in January 2008. Council has agreed to interview Jobcentreplus clients (maximum of 4 per vacancy) who meet the minimum shortlisting criteria for vacancies. Similar arrangement now in place with 'The Junction'
Recruitment Management system	December 2007 (revised to September 2008) revised further to April 2009)	Slippage on original target date	Recruitment Management System now commissioned and in development. Going live date of January 2009 agreed, with customer access from this date. Manager access commencing in EDS in January 2009 with other Directorates following on phased basis through to April 2009. On target for revised date.
To improve data available to support workforce planning, including recruitment management data and learning records	Ongoing	Achieved	Variance data charts have been further improved and Learning and Development Review Reports are now submitted to Corporate Management Team. Learning and development recording is also currently being progressed through the PSe project and the Recruitment Management System.
Aim: Implementation of Job Evaluation exercise, flexible pay & reward structure, single status			
Phased implementation of new pay & grading system	July 2008	Achieved	Phase 1 implemented for former manual grades and APT&C up to scale 3. Phase 2 up to spinal column point 49 implemented April 2008.
Manage tribunal claims	December 2007	Slippage on original target	Tribunal originally scheduled for 20th August 2007. Originally postponed and claims widened from original position. New date for consideration by ET is 1st April 2008. Prospects for value for money settlements are being explored with NE Solicitor and Trade Union claimants. It could potentially be another year until all claims are settled.

Task	Target / Date	Status	Comments
Implement Total Reward	April 2010	On target	• Longer term aim in conjunction with National & Regional Working Groups to identify a standard Local Government approach including options for offering a range of other flexible benefits. • Interim opportunity being investigated to give employees a statement setting out value of total pay package working for Local Government i.e. Pension contributions, annual leave, sickness provisions etc. • Survey of employees being undertaken to look at reward packages.
Objective: To enable the Council to consistently deliver improved value for money by using existing methods and exploring new approaches – in order to achieve 3% cashable savings annually from 07/08 – 09/10			
Produce an efficiency statement as required by ODPM timescales and in line with technical note	Forward Looking April 2008 Backward Looking July 2008	Achieved	2007/08 Backward Looking statement published and sent to DCLG in accordance with expected timescales Approach to revised efficiency agenda is being progressed
Produce a shared services strategy	Strategy In Place – December 07 (revised to June 2008)	Slippage on original target	The Shared Services strategy is currently in draft format and the final version is currently being progressed. Directorates are being consulted as to the opportunities for shared services that could be developed within their respective Departments. This information will be included in the Shared Services strategy and will be presented to CMT and Members with a view to getting a commitment to take the shared services agenda forward in November 2008.
Objective: Maintain or improve existing positive judgement for the VFM element under Use of resources section of CPA by 2008			
Address any changes to UOR / VFM criteria	Dec annually	Achieved	Self Assessment on revised non VFM criteria submitted to KPMG in August 2008.
Objective: Fundamentally review the base budget for high spend cross cutting areas identify areas for disinvestment and the identification of efficiency savings by end of 2008			
Conduct comprehensive reviews on high spend areas	3 reviews by November 2008	Achieved for 2008	Since April 2008 7 Base Budget Reviews have been conducted on the Area Based Grants for CYP, Neighbourhoods and Culture and Leisure and Supporting People, , Residential Home Care, Highways and Office Accommodation.
Objective: Secure and demonstrate procurement savings through the RBT partnership and joint working			
Improve performance around the processing of invoices within 30 days	Mar 08 BVPI 8 – 96.3% Mar 09 BVPI 8 - 97.0% Mar 10 BVPI 8 - 97.5%	Not Achieved (2008)	As at March 2008 performance for BVPI8 was 94% and was below target. It is important to note that the ROCC issues were the main contributor to this after good progress in the early part of the year. It is also important to note that there are ongoing actions to drive improvement: 1 - the Directorate Procurement Champions are working on the late transaction reports chasing individuals where there are any issues; 2 - there also continues to be reports to CMT and PSOC with full breakdowns by directorate of where late payments have occurred.
Monitor savings achieved against targets in annual procurement plan	March 2008 - Bought in Goods savings target achieved	Achieved (2008)	The target for 2007/08 was £2.517m with an actual of £3.043m achieved. Savings achieved to the end of August stand at £1.031m ahead of the current working target by £5k

Task	Target / Date	Status	Comments
Objective: Improve Access to the Council's Services			
Review and develop the Council's Customer Access Strategy	October 2007 (revised to Spring 2008)	Achieved	The Customer Access Strategy has been finalised and published. Wider dissemination of the strategy is being undertaken in line with the communications plan.
Increase the % of authority buildings open to the public in which all public areas are suitable for, and accessible to disabled people	BVPI 156 – 75% 2007/08	Achieved	Council performance against BVPI 156 improved from a reported 53.09% in 2006/07 to 78.97% in 2007/08.

Work ongoing to re-audit council buildings and funding allocated in the sum of £200k for 2008/09. |
Improve footway condition by diverting funding to this area (corporate assessment recommendation)	BV 187 – % of the category 1, 1a and 2 footway network where structural maintenance should be considered – middle threshold – march 2008	Not Achieved	A major strategic capital allocation of £1,000,000 succeeded in improving performance against BVPI 187 from 46.42 in 2006/07 to 41.0 in 2007/08 (a lower number indicate better performance).
Web Improve the quality of the website In terms of design and accessibility	Proposals for the improvement/re-design of the Council website developed – July 07 (revised to March 2009)	Ongoing	The website was re-launched in mid June with a much improved look and feel. A Website Manager was recruited but unfortunately they withdrew their acceptance of the offer before taking up post. Work is currently underway to go back out to advert for this post which is required to help achieve this target.
Open total of 6 customer centres	December 2008 (Revised to spring 2010)	Slippage against initial target	Aston Customer Service Centre is scheduled to open in late 2009 and Rawmarsh in Spring 2010.
Improve connectivity between front line and back office systems to ensure major services are included (corporate assessment): RBT to assess the current Siebel system and ensure that all requirements are deliverable (i.e. authentication, master customer database, service-take on and integration).	June 08 for Aston and Rawmarsh	Slippage on original target	Maltby ICT Infrastructure costs agreed and funding identified.

Funding for ICT infrastructure for Aston and Rawmarsh is still to be identified.

The design for Aston is being reviewed following receipt of the build costs, and the location for Rawmarsh is still to be finalised with all partners. Until the design has been fixed ICT infrastructure requirements cannot be fully determined and costed. |

Task	Target / Date	Status	Comments
RBT to look at integration of Revenues and Benefits citizen contact into Siebel CRM.	April 2008 (revised to quarter 3 2009)	Slippage against initial target	The project has been delayed due to RBT 1 - RBT tabled a revised approach which significantly changed the deliverables and timescales and 2 - The original cost from RBT did not adequately demonstrate VFM so there were negotiations to revise this which have now been satisfactorily completed. The revised delivery date for this project is now Q3 2009.
Improve footway condition in 2006/07 by diverting funding to this area (corporate assessment recommendation)	BV 187 – middle threshold	Not Achieved	**Progress been made but target not be met** – Performance in 2006/07 for this measure was 46% and qtr 3 2007/08 currently projecting 42.5%. This will result in this measure remaining in the lower threshold for CPA 2008.
Objective: Achieve compliance against national standards e.g. DDA, Equalities Standard, Commission for Race Equality			
Achieve level 5 of the Equality Standard for Local Government by the end of 2008	December 2008	Ongoing	The council can declare at level 5 however the Equality Standard will be changing significantly from March 2009 and a report is going forward to CMT to seek direction on whether to seek accreditation under the new Equality Framework instead of the existing Standard.
Increase BME Representation within the Workforce	Improve BV 17a from 2.8% to above national average	Not Achieved	BME representation within the workforce was increased. The outturn for 2007/08 was 3.0% which is an improvement on the 2006/07 outturn of 2.8%. However performance remained below the all England national average of 5.2%
Objective: Continue to achieve national awards for quality each year			
Promote , encourage and co-ordinate number of submitted applications for national awards throughout the authority	Minimum of 3 awards won – March 2000	Achieved	Good Progress – Already been awarded the following awards this year: LGcomms Reputation Awards – National Story Leading Aspect Award – Engaging the Child's first educator Training Journal Award - Best e-learning programme Yorkshire Business Insider Awards – Local Authority of the Year (Rotherham Renaissance) Association of Public Sector Excellence Service Award - Best Employee and Equality Initiative Rehabilitation First Awards – Employer Category Shortlisted for: 1 Beacon Award 4 Local Government Yorkshire and Humber Awards - Making A Difference LGC Award – Community Involvement Submitted and awaiting shortlists for: LGC and HSJ Awards – 3 submitted MJ Awards also to be progressed in November 2008
Seek to obtain council wide charter mark accreditation	Autumn 2008 (revised to summer 2009)	On Target	Accreditation against the standard was achieved by Neighbourhoods and Adult Services in June 2008. An overall corporate evidences assessment was completed in July 2008. Directorate assessments scheduled for March 2009 onwards.

Task	Target / Date	Status	Comments
Objective: To review and develop the councils customer complaints procedures to ensure fair, easy and timely administration of customer complaints received by the council and improve customer satisfaction			
Reduce the number of complaints to ombudsman	2008 Median (17 - 28) 2009 TQ (> 16)	Not Achieved	The number of complaints that were first enquiry to the ombudsman in 07/08 was 29, 6 more than 06/07. The Scrutiny Review of Corporate Complaints which has been agreed identified a number of improvements, some of which have already been implemented, which should improve performance further. The Corporate Complaints Group, chaired by Cllr Wyatt, is helping implement these improvements.
Reduce the number of days taken to deal with Ombudsman	2008 Median (25 - 28 days) 2009 TQ (> 24 days)	Not Achieved	However performance improved from 34.7 days to 28.5 days in 2007/08.
Objective: In conjunction with partners determine and implement specific actions to improve health within Rotherham so that Rotherham can meet the national health improvement and health inequalities targets by 2010			
Implement the recommendations of the Affordable Warmth and Energy Strategy',	100% of recommendations implemented - March 2010	On Target	An action plan supports the strategy. This is currently on target to achieve 100% by March 2010 with no actions currently rated 'off target'. Targeted promotion campaigns have been successful, 1,000 Council bungalows have had roof insulation and £147k has been secured for further energy works from the decent homes fund. Preparations are underway to implement a software solution to measure NI 187.
Implement and evaluate Smoke Free Rotherham	Implementation April 2008 Evaluation - Ongoing	Ongoing	- In Rotherham, businesses were complying over 3 times as much than the national average - Regionally Rotherham businesses were complying over 2.8 as much - These stats were compiled from 784 compliance inspections - over 200% more inspections than both regional & national average (Regionally 6,548, Nationally 88,899)
Produce a BME Health Needs Assessment and implement the associated action plan	November 2007 Implementation Ongoing	Ongoing	BME Health Needs Assessment completed and action plan developed. This is part of CSCI's 'areas for development' in this year's performance assessment.
Implement Public Health Strategy	March 2010	On Target	As of Sept 08, 71% of actions completed or on target. The majority of actions are underway and are being actively performance managed through a joint implementation group reporting to the PCT, RMBC and Alive Theme Board
Objective: To improve outcomes for older peoples services through developing improved performance measures and improved co-ordination of older peoples services			
Ensure implementation of the older people's strategy		Ongoing	Strategy and Action Plan in place with Performance Management Framework. Quarterly progress reports to Cabinet Member and Adults Board in place commenced in November 2007. Ongoing. The outstanding actions are reflected in NAS service plan objective 4. The revision of the strategy has resulted in reviews of Meals on Wheels service, and a review of use of buildings within older people's services has resulted in reduced capital and revenue costs. New measures are contained within our service plan, we can report that the strategy has been refreshed and new delivery timelines agreed
Develop a joint work programme with the PCT for a 3 year period and ongoing delivery of work plan	March 2008 Implementation – ongoing	Ongoing	RMBC and PCT Chief Executives meetings in place. 3 year work programme in place and joint targets agreed at Adult Planning Board. The Council and the PCT are making a joint statement to commit to 'transforming social care'. This was reflected positively by CSCI.

Task	Target / Date	Status	Comments
To significantly improve our performance in relation to key indicators relating to number of Older People and Disabled People helped to live at home	Increase C29 (Disabled People) from 3 to 3.5 (2008) projected outturn of 3 Increase C32 (Older People) from 83 to 97 (2008) - projected outturn of 70	Not Achieved	Although the target was not achieved a briefing note supplied to CSCI in May 2008 demonstrates improved outcomes in 2007/08 for these user groups. Joint Commissioning Strategy has prioritised intermediate care. The service has been reconfigured and a new performance management framework in place. There is an inter-relationship between these indicators and the number of reviews and assessments that have been completed this year. Through effective performance management action, we have undertaken 2,070 more reviews. By doing this we have found that a significant number of people on our system were not receiving services. Consequently our performance figures have deteriorated . This year we invested in the appointment of a new Data Quality Officer, the first in the Council, which has enabled the service to arrive at a more accurate baseline picture of performance to plan for better care and support outcomes
Objective: Implement Corporate Assessment Recommendation relating to Decent Homes Standard by 2010			
Develop and implement a private sector investment plan to increase the proportion of vulnerable households living in decent homes in the private sector	2010 – 70%	On Target	Investment plan agreed by Cabinet Member in 2007 and recently agreed part of the refreshed Housing Strategy approved by Cabinet Member in the first quarter of 2008/09. This action is part of the Corporate Risk Register where quarterly updates are reported. Currently on target with PSA target to reduce non decency levels in the private sector.

Update: November 2008