

## **CORPORATE IMPROVEMENT BOARD**

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

**Date: Monday, 6 July 2009**

**Time: 10.00 a.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 11th May, 2009 (herewith) (Pages 1 - 4)
4. Audit and Inspection Activity Update (report herewith) (Page 5)
5. Comprehensive Area Assessment Self Assessment Update (report herewith) (Pages 6 - 27)
6. Local Area Agreement 2006 - 2009 - Project Stretch Target Performance (report herewith) (Pages 28 - 35)
7. Comprehensive Area Assessment for Children's Services and Adult Learning (report herewith) (Presentation by Sue Wilson, Performance, Information & Quality Manager) (Pages 36 - 40)

**CORPORATE IMPROVEMENT BOARD**  
**11th May, 2009**

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

Apologies for absence were received from Councillors Sangster and Whelbourn.

**34. MINUTES**

Resolved:- That the minutes of the meeting held on 9th March, 2009 be approved as a correct record.

**35. USE OF RESOURCES**

Stuart Booth, Director of Central Finance, gave a presentation in respect of the above.

The presentation covered:-

- Use of Resources 2009
- RMBC Use of Resources 2008
- Changes to Use of Resources
- Key Lines of Enquiry
- The Challenges
- What we have done so far
- Timetable

Discussion and a question and answer session ensued and the following issues were covered:-

- arrangements to work with partners
- governance arrangements with regard to significant partnerships
- embedding of scrutiny process into partnership arrangements
- future emphasis on outcomes : the 'so what' test
- increased difficulties in maintaining Use of Resources scores due to the new system and changing criteria and impact of potential negative perceptions of lower scoring levels

Resolved:- That the information be noted.

### **36. AUDIT AND INSPECTION ACTIVITY 2009**

Tim Littlewood, Performance and Quality Team Manager, presented the submitted briefing paper outlining audit and inspection activity in 2009.

Key audits and inspections to be carried and before 31st July, 2009 included:-

- Corporate Area Assessment : self assessment to be submitted by 31st May with inspectors on site in June
- Use of Resources : self assessments submitted to KPMG on 7th May – indicative score by 31st May with further work in June and July
- Joint inspection of Physical Disability Service and Safeguarding Vulnerable Adults : self assessments to be submitted to QCC on 15th May with inspectors on site on 23rd June
- Fostering Inspection : self assessment submitted on 5th May with inspectors on site on 22nd June
- Children's Assessment : dates to be confirmed

Although the Audit and Inspection Plan 2009 had not yet been finalised, it was expected that KPMG activity (other than Use of Resources and Financial Matters) would focus on :-

- Town Centre development : ongoing from 2008
- Waste Management : ongoing from 2008
- WorkSmart : likely to concentrate on pilots

The full list of inspection activity was submitted.

Discussion and a question and answer session ensued and the following issues were covered:-

- inspections were now much more labour intensive
- inspections were now cross Council
- priority of inspection regimes amongst partner organisations
- Fostering inspection

- difficulties in evidencing benefits now regarding longer term initiatives e.g. WorkSmart
- initial focus being on governance issues but turning to outcomes by 2010

Resolved:- That the information be noted.

### **37. CHILDREN'S REVIEW**

Matt Gladstone, Assistant Chief Executive, indicated that the final report in respect of the above had been submitted to the Children's Board and was to be considered by Cabinet in early July.

Issues requiring scrutiny included:-

- leadership, management, accountability and governance
- performance management
- locality working
- benchmarking/resourcing

Discussion and a question and answer session ensued and the following issues were covered:-

- performance management
- resources
- fostering
- Comprehensive Area Assessment
- potential presentation

Resolved:- That the information be noted.

### **38. COMPREHENSIVE AREA ASSESSMENT - THE WAY FORWARD**

Matt Gladstone, Assistant Chief Executive, presented briefly the submitted report considered by Corporate Management Team relating to the above.

The Comprehensive Area Assessment (CAA) Framework officially became effective from 1st April, 2009 and much activity had already taken place within the Council and the Local Strategic Partnership (LSP) in relation to refreshing our Community Strategy, Local Area Assessment and Corporate Plan and raising awareness of the framework.

The Partnership now needed to submit a self assessment to the Audit Commission Comprehensive Area Assessment lead by the end of May, 2009 which the Council would take the lead on

The report gave a brief overview of the work undertaken to date and highlighted a proposed way forward to ensure the Authority and partners produced and submitted the self assessment in accordance with national timescales.

A report would be submitted shortly to Cabinet.

Resolved:- that the information be noted.

**Corporate Improvement Board – 6<sup>th</sup> July 2009****Audit and Inspection Activity**

The table below highlights the ongoing Audit and Inspection activity currently being undertaken within the Council.

Audit Inspection Activity	Update																								
<b>Data Quality</b>	<p>We have received notification that audits of the following new national indicators are to be undertaken during the following timeframe:</p> <p>20<sup>th</sup> - 21<sup>st</sup> July 2009 27<sup>th</sup> – 31<sup>st</sup> July 2009</p> <p>NI 120 – All age, all cause mortality rate NI 56 – Obesity in primary school age children in Year 6 NI 155 – Number of affordable homes delivered</p> <p>The relevant performance indicator managers have been notified of these dates and the CEX Performance and Quality Team working with Directorate Performance Officers are currently visiting and conducting mock audits to ensure that evidence files are all in a sufficient state for audit.</p>																								
<b>Ofsted Inspection of Fostering Service</b>	<p><b>On site Monday 22 June to Thursday 25<sup>th</sup> June 2009</b> Inspectors : Helen Humphries and Jeffrey Banham.</p> <p>The service was rated as “Inadequate” in 2008 and an improvement plan was in place. The provisional outcome from this years inspection shows a marked improvement with provisional scores being:</p> <table border="1" data-bbox="496 1279 1353 1563"> <thead> <tr> <th></th> <th>2008</th> <th>2009</th> </tr> </thead> <tbody> <tr> <td>Overall</td> <td>Inadequate</td> <td>Satisfactory</td> </tr> <tr> <td>Healthy</td> <td>Satisfactory</td> <td>Satisfactory</td> </tr> <tr> <td>Safe</td> <td>Inadequate</td> <td>Satisfactory</td> </tr> <tr> <td>Enjoy and Achieve</td> <td>Good</td> <td>Good</td> </tr> <tr> <td>Positive Contribution</td> <td>Good</td> <td>Good</td> </tr> <tr> <td>Economic Wellbeing</td> <td>Good</td> <td>Good</td> </tr> <tr> <td>Equality and Diversity</td> <td>N/A</td> <td>Good</td> </tr> </tbody> </table>		2008	2009	Overall	Inadequate	Satisfactory	Healthy	Satisfactory	Satisfactory	Safe	Inadequate	Satisfactory	Enjoy and Achieve	Good	Good	Positive Contribution	Good	Good	Economic Wellbeing	Good	Good	Equality and Diversity	N/A	Good
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<b>Quality Care Commission Inspection of Adult Social Care</b>	<p><b>Onsite from 19<sup>th</sup> June until 2<sup>nd</sup> July 2009</b></p> <p>This inspection looks at: Safeguarding Adults, Improved Quality of life and Increased Choice and Control and Services for people with Physical disabilities &amp; sensory impairments</p> <p>Inspectors Rob Assall &amp; Tim Willis</p> <p>Inspectors currently conducting a number of interviews and focus groups with customers, board members, managers, officers, partners, carers.</p>																								

## **Corporate Improvement Board – 6<sup>th</sup> July 2009**

### **Comprehensive Area Assessment – Area Assessment**

The final Comprehensive Area Assessment (CAA) framework has two elements, separate but connected. The Area Assessment will consider outcomes for the area as a whole. The organisational assessment will consider individual organisations effectiveness through an assessment of how well each organisation delivers value for money in the use of resources and how well it manages its performance.

It was agreed with the Audit Commission that the Partnership will submit an updated self assessment as part of the CAA Assessment process. This assessment will inform the *Area Assessment* and also provide an update and address questions identified in the preliminary analysis which was produced by the CAA lead. The self assessment was developed using the Audit Commission's Key Lines of Enquiry and was submitted to the CAA Lead at the beginning of June 2009.

The self assessment produced was very balanced and as well as detailing many of the positives of the borough it also highlighted to both the council and partners the following areas for improvement/development as detailed below:

#### **Section 1 – How well do local priorities express community needs and aspirations**

- Improve public perceptions and raise citizen satisfaction levels.
- Further roll out Health Needs Assessment.
- Conduct and evaluate of Rotherham Partnership and plan for next phase of development.

#### **Section 2 – How well are the outcomes and improvements needed being delivered?**

##### 2.1 How safe is the area?

- Raise perception of crime and anti social behaviour and local perceptions in respect of how the Council and Police dealing with local concerns about crime and ASB.
- Develop and implement a “Neighbourhood Transformation” across our most deprived and vulnerable neighbourhoods in Rotherham following the success of the Chesterhill Intensive Neighbourhood Management pilot.
- Use the Partners and Communities Together meetings (PACT) to enable people to reduce fear of crime and improve community safety at a very local level.
- Raise the quality of care in all residential/nursing homes using the “Home form Home” standards.
- Responding to Care Quality Commission (CQC) recommendations following the Safeguarding Inspection.

## 2.2 How healthy and well supported are people?

- Teenage conceptions remains a challenge despite the reductions achieved to date.
- Breast Feeding Initiation Rates – these have shown signs of improvement over the past year, particularly in the last quarter of 2008/09. However much work still needs to be undertaken to meet the targets set out in our Local Area Agreement.
- Obesity - Despite all the work being undertaken in Rotherham our obesity rates are actually increasing.
- Mortality Rates – Although our performance has improved in relation to male mortality rates over the last year performance in relation to female rates have shown a decline. In both areas we are performing well below the LAA target.
- Independent Living - improve services for carers (NI 135), the support we commission to help people remain independent (NI 136) and the help we give to vulnerable people (NI 141).
- Alcohol related hospital admissions – At present there is no universal method of calculating the true numbers of hospital admissions that are related to alcohol.

## 2.3 How well kept is the area?

- Access to and quality of green spaces – Audit of green spaces had identified access as an issue.
- Grounds Maintenance – Due to increased number of public complaints .
- Road Improvements – public satisfaction, consultations and performance data (NI 168) has highlighted the condition of roads throughout the borough is deteriorating.
- Street Cleanliness Performance (NI 195) performing under target and worse than in 2007/08. Performance clinics have been held to investigate the reasons for this decline.
- Delivery of Public Realm Strategy – Further public realm works, including some larger scale schemes, are likely to be carried out around the town centre through a combination of ERDF (European Regional Development Fund) Priority 4 and Yorkshire Forward Single Pot funding.

## 2.4 How environmentally sustainable is the area?

- Transportation – more robust reporting in relation to the NI measures in relation to congestion and air quality.
- NI 188 – Planning to adopt climate change - our 2009 self assessment we have rated ourselves as level 0.
- Waste collection costs – these are above average for comparable authorities and this has been the subject of a performance clinic. The main reason is the haul distance that Rotherham has been subjected to for over a decade.
- Refresh of the Waste Strategy.

- Embedding Environmental Sustainability – This is currently not embedded within the whole of the LSP.
- Affordable Warmth and Energy Strategy – to be refreshed along with an accompanying action plan to incorporate health inequalities.

### 2.5 How strong is the local economy?

- Continuing to play an effective role in implementing the sub-national review recommendations and ensuring Rotherham's economy continues to grow and move forward.
- Higher Skills levels are a major challenge. This skills gap (NI 174) for 2007 England is 15.3% compared to 16.7% in Rotherham. This gap makes it difficult to attract new investment from highly skilled companies. Although we have reduced the gap between the regional figure for NVQ level 4 by 1.9 percentage points this remains an issue for the borough.
- Town Centre economy – obtaining the appropriate funding regimes to support commercial retail in the town centre and attracting new investments.
- Responding to economic downturn and preparing for the economic upturn (including employment levels and out of work benefits).

### 2.6 How strong and cohesive are local communities?

- Cohesion indicators – The indicative Place Survey Results highlight that National Indicators 1, 2, 5 and 4 have demonstrated decline on previous surveys.
- Refresh the Community Cohesion Strategy / Action Plan.

### 2.7 How well is housing need met?

- ALMO Inspection – rated as a 2 star “good” service with “uncertain” prospects for improvement”.
- Affordable Housing – meeting our challenging target in relation to NI 155.

### 2.8 How well are families supported?

- Further strengthen Parent Voice and Influence to assess current practice and inform and influence future delivery.
- Take up of formal Childcare by low income families” (now within LAA as part of the 2009 refresh). By increasing public awareness, developing an outreach toolkit and working in partnership with other local advice organisations i.e. Citizens Advice Bureau, Kiveton Advice Centre, FACE and Job Centre Plus.
- Health visitor links with the Families Assessment team.
- Promotion of the availability of the brokerage service to local partners (including Job Centre Plus and Children's Centres) to ensure that the families they engage with can be referred to our service for this support.
- Increase reach of Young Carers service.

## 2.9 How good is the wellbeing of children and young people?

- Under 18 conceptions.
- Childhood obesity.
- Number and Range of Foster Carers continues to be an issue with over placements which we are currently addressing through out of authority placements. In addition Looked After Children numbers are continuing to rise as is the proportion of these from BME backgrounds. Therefore we need to increase our local foster carer network to meet this demand.
- Level 2 and 3 at 19 – Identified as an area for improvement in the 2008 APA report and although some recent progress has been made we need to ensure we can sustain this to ensure we are in line or better than Statistical Neighbour and National averages.
- Primary attainment (Foundation Stage, Key Stage One, Key Stage Two) - Educational outcomes remain low and below statistical neighbours and national averages
- Literacy – Assessment of communication, language and literacy skills throughout each education phase is low. It is of fundamental importance that we improve literacy levels to any overall gain in attainment.
- Positive activities for Young People – NI 110 is within the lowest quartile nationally and at the bottom of our SN group whose average was 67.27% with national at 69.5%.
- Infant mortality and low birth weight rates need to be improved.
- Immunization and vaccination uptake levels need to be increased.
- Childhood obesity is a major threat to long term health.

## 2.10 How well are people's social care needs and choices being met?

- Focus commissioning and the use of resources on meeting the personalisation agenda.
- Continue to provide corporate leadership to ensure that the personalisation of adult social care is used to inform the transformation of other public services.
- Put in place a Resource Allocation System to support the personalisation action plan.
- Responding to the Care Quality Commission recommendations following the service inspection of services for people with physical disabilities and/or sensory impairments and safeguarding vulnerable adults.
- To understand and respond to the issues identified in the Place Survey relating to the perception of the quality of care to vulnerable adults.

## 2.11 - How good is the well being of older people?

- Improve outcomes for older people from the investments made within the MTFS (2009/10 budget setting process) and joint investment with NHS Rotherham.

- Agree the local implementation of 'Transforming Community Services'.
- Deliver improvement in waiting times for occupational therapy assessments.
- To improve performance on helping older people to live independently.
- To improve satisfaction with information and advice so that older people can live independently.
- To continue to reduce crime and the perception of crime.

### **Section 3 – What are the prospects for future improvement?**

This section of the self assessment provides details of how we are addressing all the areas for improvement / development highlighted in section 2 above (see appendix A).

### **Section 3 – What are the prospects for future improvement?**

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

The creation of the cross sector Borough Improvement Group has helped to develop a shared approach to performance management, with a stronger focus on improvement planning and quarterly reporting. It is also helping to connect some services/organisations e.g. housing, transport and Learning Skills Council (LSC) provision more closely with LAA delivery as well as embed more cross-priority theme collaboration – an area Rotherham is keen to strengthen.

Regular meetings of the Rotherham Partnership Chief Executive Officer Group (Council, Police, Primary Care Trust, Foundation Hospital, Voluntary and Community Sector, Colleges and Chamber of Commerce) have helped to embed a shared approach to delivery and tackle any potential obstacles, blockages swiftly.

The governance of the Partnership and the way in which partner organisations work together is underpinned by a number of well structured agreements which are regularly reviewed and refreshed. The Local Code of Partnership Governance directs and controls partnership functions and ensures the active involvement of members in the ownership and accountability of the Community Strategy. This in turn is underpinned by agreements including the Rotherham Memorandum of Association<sup>46</sup> relating to conduct, Finance etc, the Rotherham Performance Management Framework (2008), the Community Engagement Strategy (2007) and the Rotherham Compact (2005)<sup>47</sup> which provides a framework for managing the relationship between the third sector and the public sector in Rotherham. The Compact was awarded “highly commended” by the Compact Commission in 2008.

To ensure that Partnership members fully understand their roles and the expectations the Partnership has of them, processes have been put in place including provision of an induction pack for all new members, access for members to the Partnership Website, Up2Dates (summary of Partnership meetings) and a series of joint policy briefings for members. Additional support is also offered by the Rotherham Chamber and Voluntary Action Rotherham to equip sector representatives. The Rotherham Partnership has robust plans for improving. Changes both nationally and locally prompted the Partnership to refresh its Community Strategy and Local Area Agreement and the Council alongside this refresh updated its Corporate Plan and Medium Term Financial Strategy<sup>48</sup> in September 2008.

The Local Area Agreement 2008/11 has been commended by Government Office Yorkshire and Humber (GOYH) as being one of the best in the region. Our LAA is the delivery plan which supports the achievement of the Community Strategy. The 2008/09 year end report indicates 66.67%% of the LAA measures are on target and 87.5% have improved since their baseline.

Our nationally recognised performance management arrangements have driven the improvement of our LAA targets. All of our LAA targets have improvement plans in place and as a result it is projected that 80% of our LAA 2006-08 stretch targets have been met which will result in the receipt of 84% of performance reward grant monies being received, equating to £6.6m.

We, like many areas across the country, do not yet have a full picture of performance across the national indicator set. Numerous issues have arisen including data quality issues, lack of guidance from government and changing timescales in terms of performance reporting. However, we continue to adopt a pragmatic approach to these issues and are involved in a pilot with Communities Local Government and play a central role in the Regional Improvement and Efficiency Partnership.

Within this next section of the assessment we have identified a number of areas for further improvement which the Partnership has agreed to drive forward across the Borough.

#### **3.1 How safe is the area?**

The Council and other agencies work in collaboration through the Safer Rotherham Partnership (SRP) and have been effective in making Rotherham a safer place over recent years. Working in conjunction with Government Office Yorkshire and Humber (GOYH) the SRP has been assessed as a “hallmark” effective partnership this year based on the Home Office “Delivering Safer Communities guide to effective partnership working criteria. We have also made significant progress in many areas including reducing overall crime by 12% and achieving 77% of the key targets for the year.

The partnership has identified that there are still areas for improvement/development across the safe agenda:

**Perception of crime and Anti-social behaviour** – The Safer Rotherham Partnership has developed a Communication and Customer Focused Strategy<sup>49</sup> and a new priority group has been established to reduce the fear of crime and improve community confidence and public satisfaction. The Place Survey provided us with a useful insight into what customers feel about how we are progressing on priorities they feel strongly about. Crime and Anti-Social Behaviour has reduced significantly for the second year running however perception is mixed. Some customers are not convinced about how effectively the council and police deal with concerns although people feel much safer outside after dark than two years ago. Through continued partnership working we must make significant in-roads into making people feel that Rotherham is one of the safest places in the country. It was a clear message for us last year and continues to be one of our main customer driven priorities.

We are taking action as follows:

- Refresh the Safer Rotherham Domestic Violence Strategy to make people feel safer and valued by supporting victims and reducing the risk of repeat victimisation.
- Produce and publish the Safer Rotherham Partnership Plan to improve confidence and perception in the reduction of anti social behaviour by demonstrable prevention, diversion and enforcement action
- Introduce a Hate Crime Strategy to reduce victimisation and contribute to sustaining peaceful and cohesive communities.
- Develop and introduce a Neighbourhood Crime & Justice Pioneer Delivery Plan across the Safer Rotherham Partnership.
- Introduce Partners and Communities Together meetings (PACT) through the Area Assembly structure to enable communities to actively influence and gain confidence in local response and action regarding crime and justice.
- Improve the customer journey, experience and satisfaction across all “safer neighbourhood” services.
- Implement a partnership tactical plan to support responsible retailing of alcohol in reducing the impact of related anti social behaviour and crime in communities.

**Intensive Neighbourhood Management Pilot Roll Out** – Following the success of the Chesterhill Intensive Neighbourhood Management pilot, a new mainstream post has been established to help rolling out our approaches to other areas. We have identified a small number of neighbourhoods that will benefit from an Intensive Neighbourhood Management approach and a partnership steering group has been formed to develop the programme and identify how the Council and external partners can align and bend resources into these three priority neighbourhoods to ensure maximum impact. Delivery is anticipated to start towards the end of 2009.

**Learning from the Serious Case Reviews that have taken place for adults** – Our campaigns to raise awareness and vigilance to stop adult abuse resulted in increased levels of referrals particularly in private sector residential and nursing homes through putting in place better quality and standard monitoring. Elected members have committed an extra £400,000 to effectively deal with the increase and to raise standards. Our focus over the next three years must be on prevention, working with partners and listening to our customers to make safeguarding adults everyone’s responsibility.

The Rotherham Safeguarding Adults Board have utilised the learning from the Safeguarding Children’s Board to improve the effectiveness of multi agency safeguarding working. The Board now reports directly to the Safer Rotherham Partnership (CDRP) and the partners have agreed new governance arrangements and a performance management framework. There are currently two Serious Case Reviews underway and have not yet concluded but this has not prevented the partnership from learning from these experiences to improve performance and multi agency effectiveness. The robust South Yorkshire Procedures ensure we have effective management of safeguarding cases across all agencies with clear lines of accountability. These procedures were significantly tested in September 2008. The investigation into Highfield Nursing Home which saw the removal of 33 residents. The outcome of the case conferences concluded ‘substantiated abuse/neglect’ in 15 of the 16 cases and in an overall case conference concluded that ‘institutional abuse’ had occurred. Improvements have been put in place and consist of effective protocols / communication for future incidents, systematic ‘eyes and ears’ approach for all staff visiting care homes, joint assessment protocols with NHS Rotherham and improved joint working and communication with South Yorkshire Police

**To use the Partners and Communities Together meetings (PACT) to enable people to reduce fear of crime and improve community safety at a very local level** - The Neighbourhoods and Adult Services Directorate Service Plan (2009/12)<sup>50</sup> contains an action to introduce Partners and Communities Together meetings (PACT) through the Area Assembly structure to enable communities to actively influence and gain confidence in local response and action regarding crime and justice.

Partners and Communities Together meetings (PACTS) are now established in each of the seven Area Assemblies and take place at least once a month. The PACT model involves the Police and where appropriate partners updating the public on activity that has taken place, including what has happened to offenders in their area and the current position in respect of crime and anti-social behaviour. At the meeting the public are asked to nominate what are their priorities for the Police and partners to address in the short term. The result of this activity is then reported back to the next meeting. The PACT meetings have become part of the Safer Rotherham Partnership strategy to improve public confidence and actions are tracked through the dedicated PACT meetings which in some areas are a part of the Area Assembly partnership structure described earlier in this self assessment (section 2). Feedback is provided using the “you said...we did” approach.

**Raise the quality of care in all residential/nursing homes using the “Home from Home” standards** - In November 2008 we put in place ‘Home from Home’ which is our innovative way of raising standards in contracted care homes in Rotherham. This scheme is part of the multi agency Safeguarding Adults Strategy (2009/12)<sup>51</sup>. The assessment framework includes (1) customer experience which is tested through user involvement and independently assessed through Age Concern (2) contractual compliance and professional competence and (3) clinical standards of health care. Each provider is given a quality rating based upon a sliding ‘bronze’, ‘silver’ and ‘gold’ standard and a quality rating is payable, using social care reform grant, to encourage higher care standards. Assessing risk is an important concept to the Home from Home scheme. Any service found to be below silver standard is prioritised for early intervention. All services will have an ongoing action plan in place to deliver continuous improvement contributing to the Personal Dignity and Respect Outcome. Over the next 18 months all homes need to be assessed twice to improve and demonstrate that standards are improving.

**Responding to Care Quality Commission (CQC) recommendations following the Safeguarding Inspection.** Over the next couple of months we will have an inspection by the Care Quality Commission (CQC). CQC will inspect our physical disability service and our approach to safeguarding adults. This will provide us with an excellent opportunity to demonstrate the services we provide. We have submitted a self assessment to CQC in May 2009 demonstrating our achievements and priorities for further development. We believe that the weight of achievements detailed throughout this self assessment and our progress on supporting younger adults suggests that we are ‘performing well’ across the inspection area. The assessment includes the following evidence that we considers reflect our key innovations and good practice;

- Invested over £400k to put in place a new safeguarding team
- Implemented Home From Home which is improving standards in Care Homes
- Brought together Contracts and Reviewing staff with Investigating Officers and Reviewing Social Workers to provide an overview of quality and safety in homes
- Customer Service Excellence rated customer services
- Awareness raising campaigns
- ‘Text to Tell’ contact service allowing members of the public to text concerns relating to adult abuse
- Learning from Customer Experience

The self assessment was undertaken based upon an evaluation of where we think we perform against where CQC describe excellent performance. This has been used to identify further developments that include;

- Taking steps to understand and respond to the perceptions about fear of crime from the Place Survey.
- Increasing resources in the safeguarding team to improve response and reduce the level of abuse.
- Assessing all residential/nursing homes against the ‘Home from Home’ standards.
- Developing an ongoing programme of introducing assistive technology in a range of innovative methods.

### 3.2 How healthy and well supported are people?

The Rotherham Public Health Strategy is directly aligned to the Community Strategy, contains actions and targets with lead responsible officers and is effectively performance managed through “Alive” theme board. As recognised by the Audit Commission’s report on health inequality, the Council and NHS Rotherham are taking a strong lead in ensuring Rotherham will achieve long term progress in this area. To date 71% of the actions within the Public Health strategy are on track for completion.

The Rotherham Partnership is committed to protecting the progress made in the past decade, achieving systematic improvements to quality (patient safety, outcomes and experience) in all settings (primary, hospital, mental health and specialist), and doing so during what will be a period of serious financial constraint (following a period of record real terms growth).

The NHS Rotherham medium term financial strategy<sup>52</sup> sets out the level of investment that will be available within Rotherham and level of efficiency gains that will be needed. We will see major improvements – e.g. Aston and Rawmarsh service centres including GPs, fully modernized mental health services, expanded (effectively doubled) hospice, and major improvements at the hospital. However, the truth is that we are going into an extremely difficult period in terms of public finances that will be available and the effects of the economic downturn on the local economy. The likelihood is that the poorest of our communities will suffer most, and that therefore some of the challenges we face will be more difficult to counter (e.g. teenage pregnancy, smoking, and alcohol related illness).

Although Rotherham has made significant progress in key areas some targets have been highlighted as areas of risk and action is being taken to try and address these issues.

**Teenage conceptions** - Although Rotherham rates remain higher than some statistical neighbours, recent investment has driven the local strategy forward, with a specific focus on targeted prevention, increasing access to contraception and work with partners schools and colleges. Recognising the success of the Maltby Linx Project and its subsequent roll out into areas where the teenage pregnancy prevalence is high, it is not anticipated we will meet our targets on this measure, a position not unique to Rotherham.

**Breastfeeding Prevalence** - A number of initiatives have been implemented to improve these rates further including working towards UNICEF Baby Friendly Initiative accreditation, Be A Star social marketing campaign and the establishment of a new post working across community and hospital services.

**Obesity** – In response to the challenge of preventing and treating obesity, Rotherham has moved quickly and ahead of other areas in developing both adult and childhood obesity services. The services have now been commissioned and are now operational. In 2008 38 children with obesity were supported by NHS Rotherham to attend a Carnegie Club residential fit camp. The results were impressive with the children collectively losing 55 stones during the six week period as well as increasing physical fitness. The children and their families have been supported with further activities on a local basis as part of the overall obesity service and have continued to lose weight, gain fitness and increase self esteem and confidence.

National guidance on obesity treatment services lays down an expectation that there will be multidisciplinary teams in place by April 2010. Rotherham has already achieved this for both adults and children in April 2009.

**Mortality Rates and Health Inequalities** – A multi-agency performance group are implementing an ambitious plan which was developed in collaboration with the Department of Health Inequalities Support team. The main achievement is the fact that premature deaths from cardiovascular disease (the leading cause of premature mortality) are falling faster in Rotherham than nationally. This is the result of years of targeted work to ensure that the services set out in the National Service Framework for Coronary Heart Disease have reached a very high proportion of people in Rotherham who need them. The most ambitious component of the plan is to implement the NHS Health Check programme in Rotherham over the two years (rather than the national plan for 5 years) and achieve a 90% coverage rate (rather than the national target of 70%). The benefits of this will be to give population wide brief health advice, refer people at higher risk into health promotion programmes (smoking, healthy eating and exercise) and to identify an additional group of people who will benefit from clinical management of their cardiovascular risk, blood pressure or diabetes.

**Independent living** – The Local Area Agreement Target Improvement Plans<sup>53</sup> detail the actions that are in place to improve services for carers (NI 135), the support we commission to help people remain independent (NI 136) and the help we give to vulnerable people (NI 141). The targets align to the action plan contained within Rotherham's Joint Carers Strategy and Joint Commissioning Strategy. Additionally, the Neighbourhoods and Adult Services Directorate Service Plan (2009/12) contains the following strategic objective 'to ensure that vulnerable people are supported to remain in the home of their choice, maintaining their independence for as long as possible and enjoying a full and active life by 2011'. Key actions include:

- Improve access to information, advice and service provision for people with physical disabilities or sensory impairments.
- Redefine our approach to providing adaptations and equipment to ensure that as many people as possible are assisted within the available resources
- Re-design, improve and personalise all the services the Council provides to older people to ensure they are able to retain their independence and enjoy a full and active life
- Ensure that the new Rothercare Direct service provides a high quality advice, assistance and a response to all enquiries about social care and preventative services
- Continue to modernise services and provide more personalised services through improving choice and control by disinvesting and re-investing in social care services.

**Alcohol related Hospital Admissions** - Ongoing work to implement the local alcohol strategy has a strong focus on education and prevention. The data for this national indicator is not yet known as we are awaiting further information nationally.

**Joint Strategic Needs Assessment (JSNA)** - Priorities for 2009/10 include the development of the JSNA, development of a joint commissioning arrangement for all mental health services, strengthening of the partnership agreement with RDaSH for the provision of mental health services and a joint approach to Safeguarding Adults. The joint work programme identifies those areas of work that underpin the delivery of joint commissioning such as workforce development and performance management.

**LINK** - To further raise awareness and promote the LINK a campervan campaign is underway (May 2009) with a mix of providers and commissioners of services, plus voluntary sector organisations to participating in individual events. The diversity of the organisations taking part and the issues they are highlighting will assist the LINK in engaging with an extensive cross section of the population of Rotherham.

### 3.3 How well kept is the area?

We have a strong track record in this area as evidenced by national indicators, winner of Beacon this year and last year and delivery of customer service standards. Yet, we are not complacent and recognise that our residents and visitors continue to demand higher standards and we have therefore undertaken a range of actions to improve outcomes for local people.

**Access to and quality of green spaces** - Quality standards are being set through the green space strategy which is going out to consultation during summer 2009. Audit of green spaces and playing pitches has been conducted to inform the strategy and identify where further green space provision is enhanced.

**Grounds Maintenance** - the revenue spend on grounds maintenance is to be increased from 2009-10 with an exploration of alternative delivery mechanisms from early 2010 to drive quality improvements. We are also implementing new arrangement in relation to the groups maintenance contract following the termination of a five year contract with Ringway in October 2009. This will involve bringing the service back in house and combining with street cleansing to work in area teams.

**Street Cleanliness** – Performance remains high against this National Indicator for graffiti and for fly posting. In addition, as an LAA target significant reduction has been achieved in fly tipping. However, the latest performance data shows both litter and detritus performing under target and worse than 2007/08. Results in 2008/09 were detrimentally affected by surveys undertaken following severe weather conditions. A Performance Clinic has been held for detritus to investigate the reasons for the decline and improvement plans produced for both litter and detritus. Service integration with grounds maintenance in early 2010 will also enable services to respond better to inter-related cleanliness issues.

**Road Improvements** - Over the past two years members of the public have highlighted a worsening in road conditions, especially on the main traffic routes. In response the Council approved an investment of £5m in July 2008 to allow for a major programme of maintenance between 2008 and 2011 targeted at improvement on A roads across the borough. A further £4.3m has been secured from the Department of Transport to rebuild Centenary Way because of a serious deterioration of the existing road surface.

**Delivery of Public Realm Strategy<sup>54</sup>** - A Public Realm Strategy has been developed to bring about transformational change in the image and identity of Rotherham and covers improvements to the arrangement of trees and planting, paving, street furniture, signage, lighting and art which can transform the environment. This strategy has considered existing Town Centre policy and proposals and has been developed in coordination with emerging work. The document has been subject to public consultation and will eventually be adopted by the Council to form part of the Local Development Framework. Initially the Council's intention was to adopt the document as an Interim Planning Statement (IPS), which would be taken into consideration when determining planning applications. However, following comments from the Government Office during the consultation stage about the limited planning weight of IPSs, it is now intended to adopt the PRS as a Supplementary Planning Document. To achieve this the Strategy has now been subjected to a Sustainability Appraisal (SA), which will itself be subject to a further round of Public consultation shortly.

### 3.4 How environmentally sustainable is the area?

Much work is being conducted by the Council in relation to environmental sustainability. Recycling is increasing, waste to landfill decreasing and Rotherham Council is one of only seven Climate Change Champions in the region. However, it is recognised that more work needs to be undertaken in relation to:

**Transportation** - The council and partners are working together on regional transport plans to tackle congestion, address accessibility, road safety and air quality through the South Yorkshire Transport Plan<sup>55</sup>.

**Waste Collection Costs** - Changes to the way that household waste is recycled are being introduced throughout the borough. In the next few months visitors to four of our sites are likely to find a more efficient service. The segregation of rubbish will also be improved thanks to better site signage and an increase in the range of materials that can be expected. The changes are the result of the appointment of a new contractor to manage the four sites. Working with Barnsley and Doncaster Councils, Rotherham MBC has awarded a seven year contract to Waste Recycling Group to manage the household waste recycling centres across the three boroughs. It is anticipated that these changes will boost our existing recycling rates which are currently 47% - a 42% increase in recycling rates six years ago.

**National Indicator 188** - The SY Climate Change Network has been set up to undertake joint projects around climate change, particularly in order to improve performance on the three climate change national indicators (NI 185 Reduction in CO2 emissions from local authority operations, NI 186 Reduction in CO2 emissions in the local authority area and NI 188 Planning to adapt to climate change

**Refresh Waste Strategy** - The Municipal Waste Management Strategy 2005 – 2020<sup>56</sup> will be re-freshed by September 2010 to reflect:

- The interim waste procurements covering waste treatment and disposal, green waste outlets and the Management of Household Waste Recycling Centres for up to 7 years in conjunction with Barnsley and Doncaster Council's.
- The outcomes of the PFI project for the development of a major sub regional waste facility (ies) within the sub region on behalf of the Barnsley, Doncaster and Rotherham (BDR) Waste Partnership. This will allow for the chosen technology to be incorporated into the strategy.

**Embedding Environment Sustainability Across Partners** - The LSP has a Sustainability Partnership, which has representatives from the Rotherham Chamber, Voluntary Action Rotherham (VAR) NHS Rotherham, Groundwork, Environment Agency, South Yorkshire Police and the South Yorkshire Forest Partnership, in place to progress this further. An Environment and Climate Change Action Plan is also under development which will help to ensure high level commitment across the LSP. The Plan will encompass existing policies, including the Council's Carbon Management Action Plan, Sustainable Development Framework and Environment Policy building upon wider research such as the eco-footprinting survey.

**Affordable Warmth Strategy** - The existing Affordable Warmth Strategy is currently being refreshed with an action plan to be redeveloped to deliver the strategy. This will incorporate health inequalities.

### 3.5 How strong is the local economy?

Rotherham has a very strong track record in relation to strengthening its economy. This has been recognised nationally through being awarded beacon status in relation to fostering business growth, supporting new businesses and removing barriers to work. Rotherham Additionally there have also been tangible improvements in the town centre and significant efforts by the Council to attract employers to provide increased employment opportunities.

Employment in Rotherham grew by 22.2% between 2000-05 representing one of the highest growth rates in England, almost 5 times the national average and well above the Yorkshire and Humber growth rate of 8.9%. A joint economic study with Sheffield City Council carried out by the University of Birmingham's Centre of Urban and Regional Studies in April 2007 highlighted that economic growth in Rotherham has consistently increased since 1995, accelerating since 2000.

The partnership has identified that there are still areas for improvement/development across this agenda:

**Sub National Review** - The Government's sub-national review (SNR) of economic development and regeneration has outlined proposals to restructure and streamline regional governance arrangements and the related strategic framework. In the Yorkshire and Humber region we have responded quickly to this agenda, establishing a leader's board for the region, which has already met several times, and a joint regional board, including local authority leaders and senior Yorkshire Forward representatives. The Leader of the Council is involved in all of this work and is a member of both the leaders' board and the joint regional board. As a local authority, our key challenges in continuing to play an effective role in implementing the sub-national review recommendations and ensuring Rotherham's economy continues to grow and move forward, include:

- Continue to foment effective partnership working and collaborative action with Yorkshire Forward and other sub-regional, city-regional and local partners, identifying the appropriate spatial level at which to deliver economic interventions
- Ensure effective performance management of Rotherham's Economic Plan so that it delivers on its priorities and remains fit for purpose in a rapidly changing economic environment
- Directed by priorities identified in the economic plan and utilising our strong partnership arrangements, ensure existing and future resources to tackle economic development and exclusion are targeted effectively and have added impact through synergy
- Utilise the economic plan and associated baseline and statistical data to produce the local economic assessment in line with government guidance.

**Higher Skills and Town Centre Economy** - The Economic Plan, which clearly outlines the vision for Rotherham's economy up until 2020, was developed following extensive research and consultation, clearly highlights the main priorities for partners to concentrate their efforts, these include: Employment, Skills, Gross Value Added, Business and Enterprise

These key priorities and progress against them are managed through Rotherham's current partnership arrangements, specifically the Achieving Theme Board. However specific sub boards have been created to focus to ensure that support services are demand-led, these include:

- Work & Skills Board – Led by employers
- Enterprise Board – Led by local entrepreneurs
- Investment – Led by developers
- Sustainability Partnership

**Rotherham Renaissance** forecast to attract around £2bn in investment, mostly from the private sector. It's a 25-year vision that will completely transform the town centre, but we're already beginning to see real improvements including:

- A new NHS Rotherham Community Health Centre – offering a walk in service for treating minor illnesses and injuries outside normal GP hours
- Redevelopment of the old markets – offering 44 quality apartments and commercial space
- Refurbishment of imperial buildings - offering 19 high quality apartments and space for new shops and café on the ground floor
- Keppel Wharf – offering 53 apartments plus space for cafes and bars on the ground floor
- Moorgate Crofts – State of the art business centre
- Horbury Developments – Top specification officers on the site of a former secondary school

with several projects already complete and others making an appearance including:

- Guest and Chrimes – Plans submitted for creation of a new civic build for the council by late 2010
- Redevelopment of the Central Railway Station for 2011
- Cultural Quarter – offering a new state of the art building comprising theatre, library, museum and arts gallery
- Townscape Heritage Initiative – aimed at restoring underused buildings on the high street to help restore economic viability, due for completion by 2012

**New Investments** – Rotherham Investment and Development Office (RiDO) and Creative Sheffield have established a joint investment team to attract new investment into the advanced manufacturing sector in the sub region. Work is also underway on a joint strategy to attract public sector relocations and regular joint meetings are held through a Invest South Yorkshire steering group comprising RiDO, Creative Sheffield, Barnsley Development Agency, Doncaster Investment Team and Yorkshire forward to co-ordinate sub regional working.

**Responding to Economic Downturn** – We have been praised externally for our quick and proactive response to the credit crunch. Following a conference hosted by John Healey MP in 2008 we undertook an in depth impact assessment of all key services operating within Rotherham. A Partnership Core Group was established and an action plan<sup>57</sup> produced based upon extensive consultation.

By working in partnership, we are able to track key trends as they are affecting Rotherham. We continually review our priorities for responding to the Credit Crunch and the priorities are informed by discussions in the

Local Strategic Partnership Board, the Reference and Core Groups and the LSP Chief Executive Officers Group. Current top priorities for the Core Group to lead on are:

- Continuing to support businesses, including raising awareness of the range of support available and encouraging take-up through business breakfast briefings, roadshows and events
- Supporting employers and employees involved in redundancies
- Early interventions to prevent mortgage repossessions
- Assessing and where possible alleviating stress and mental health issues
- Supporting the financial inclusion strategy, including the development of budgeting services
- Promoting volunteering
- Helping businesses and individuals develop and position themselves to take advantage of the economic upturn when it happens

### 3.6 How strong and cohesive are local communities?

The borough has an excellent track record in addressing in tackling inequalities. Rotherham is only one of only a few to declare it met level 5 of the Equalities Standard. Additionally the partnership pilot in one of the most vulnerable neighbourhoods has reduced crime and anti-social behaviour and has also improved community involvement as well as been recognised nationally through being awarded beacon status for “Better outcomes for people and places” in March 2009. Plans are now in place to extend similar pilots to other deprived areas within the borough.

**Prevent agenda** – we have rapidly developed our understanding and approaches to this ever challenging and complex agenda. Corporate governance arrangements are well embedded and our action plan has been praised by the Office for Security and Counter Terrorism. We are leading this work sub-regionally and are now developing a greater understanding of the threat posed from violent extremism as further information is shared across partners.

**Protecting from terrorist incidents** – we are developing our plans and understanding of the risks associated with our infrastructure and public buildings. Close links have been made with specialist police colleagues in terms of planning and design. Later in the year we will be engaging with the business community to ensure that we are in a position to protect our assets if facing a terrorist attack.

**Community Cohesion National Indicators / Cohesion Strategy / Action Plan** – we are reviewing the membership and terms of reference of the Community Cohesion Partnership and by the end of September 2009 will subsequently revise the existing community cohesion action plan as well as developing an accompanying strategy. Work is currently ongoing with the Council’s research team to conduct a more in depth analysis in relation to the place survey results for NI’s 1, 2, 4 and 5 to establish a better understanding of the underlying issues and how to address them.

### 3.7 How well is housing need met?

**Implementing recommendations from ALMO inspection** - Although our ALMO was rated as providing a two star “Good” service in 2008 it received a “uncertain” prospects for improvement judgement and highlighted several recommendations where improvements are required. These are categorised into themes around improving:

- focus on customers, performance in meeting the diverse needs of community
- cost of services and value for money
- performance management and improvement planning and
- maximising capacity to deliver further improvements.

An action plan<sup>58</sup> has been developed to address these recommendations and will be monitored through the ALMO Board as well as through the Council’s Corporate Inspections Recommendations Monitoring to Corporate Management Team and the Audit Committee.

Achieving decent homes and sustainable neighbourhoods are priorities within Rotherham’s Local Area Agreement and Community Strategy. The success of this relates to a high quality and high performing ALMO. Following the inspection report in November 2008, 2010 Rotherham Ltd developed an improvement plan to address the recommendations made by the Audit Commission.

Key improvements already delivered include:

- Award of the Customer Service Excellence Standard.
- Development of a clear approach to financial inclusion – 2010 is a key player in the borough-wide project and monitors the outcomes of referrals to Money Advice.
- Options for the future of the in-house repairs and maintenance service provider are under active exploration and will report to the ALMO Board and Cabinet Member in June.
- Challenging and achievable targets across all service areas for 2009/10 agreed by the Board's Performance Committee.
- Five-year ICT strategy approved by the Board – interfaces for current systems enabled, and Siebel CRM system implemented from the opening of the contact centre in April 2009.

The Neighbourhoods and Adult Services Directorate Service Plan (2009/12) contains an objective to 'improve the choice and quality of housing so that individuals are able to obtain the type of housing that they want by 2011. Key actions include:

- Deliver 166 new mixed tenure affordable homes, to incorporate Secure by Design, Lifetime Homes, Fair Access Design Code and Code for Sustainable Homes (minimum Level 3) standards, across the Borough, to meet identified needs and aspirations, through a range of delivery routes.
- Contribute to the delivery of 450 new homes across the Borough, to meet identified housing needs and aspirations, through a range of delivery routes, including building Council Housing.
- Develop a 3 year corporate funding programme with the Homes and Communities Agency, to create vibrant and sustainable neighbourhoods, incorporating affordable housing, training and employment, environmental, neighbourhood management and community empowerment outcomes.
- Improve energy efficiency and reduce fuel poverty for the most vulnerable households in the Borough, through targeted advice and support and the promotion of enhanced design quality standards with developers.
- Determine how council housing will be managed in the future and provide a high quality client role to 2010 Rotherham Ltd
- Contribute towards improving housing and service standards within the private rented sector and the promotion of partnering arrangements to deliver sustainable housing solutions to all sectors of the community.
- Implement a Common Housing Register so there is increased access to social housing for those in need of accommodation

**Affordable Housing** - Although our completion rates last year for housing were higher than in the last few years, they are still below Regional Spatial Strategy annual target. For an indication of future completion rates we have examined the number of new planning permissions granted and the number of dwelling constructions that have started. The figures available up to October 2008 indicate:

- Permissions granted (expressed as the number of dwellings) fell from 1336 for the 2006/2007 period to 940 for the 2007/2008 period.
- Commencements (dwellings started) fell from 924 to 519 for the same period, with the last two months of the 07/08 period being particularly low at just 8 and 19 commencements.

It is, therefore, likely that completion rates will fall over the next year.

We are looking at sites in the Strategic Housing Land Availability Assessment to identify those sites that may come forward with intervention from the Council. An RSL/Developers Panel has been established to improve links to potential partners involved in the delivery of new homes. Innovative for the delivery of housing will be looked at with the assistance of the members of the forum.

### **3.8 & 3.9 How good is the well being of children, young people and their families?**

Our Children and Young People Service partnership is well established with a multi-agency Joint Leadership Team and active membership from all agencies within the Children Act 2004, (Primary Care Trust, Hospital Foundation Trust, voluntary and community sector, fire and rescue service and the police). High level governance is provided by the Children and Young People's Board, chaired by the Lead Member for CYPS, with membership at executive level from all partners. More challenge and support comes from our multi-agency, independently chaired, Safeguarding Board.

Our Children and Young People's Plan 2007-2010 (CYPP) contains a set of shared partnership objectives and high level impact priorities for our children, young people and their families. It uses a comprehensive knowledge base created via an Audit of Need, young people's visioning exercise, previous inspections, performance

management and consultation activities with service users and employees. The Safeguarding Plan was reviewed in 2007 and has been updated to reflect recent developments. The Joint Commissioning strategy, framework and virtual team are in place with a focus on early intervention and prevention in areas of greatest need. This good practice has shaped the integrated services delivery model and will be used to develop individual locality level plans to focus priorities down to neighbourhood level. Work is underway to create a new CYPP in line with the new DCSF Children's Plan guidelines 2009.

Following the Children's Services Annual Performance Assessment in 2008, the Council and NHS Rotherham jointly commissioned an independent review of Children's Services. We were the first area in the country to use the Department for Children, Schools and Families (DCSF) improvement framework and we have found it extremely useful to obtain an independent, objective and in depth assessment of the issues facing children services.

The review was undertaken by external consultants recommended by DSCF and the review focussed on assessing the effectiveness of:

- Management arrangements in terms of structure, leadership, capacity and decision making throughout the service
- Resource management in terms of workforce, financial and asset utilisation/management
- Safeguarding arrangements to ensure that sound and safe practices are in place to protect vulnerable children and young people
- Performance management arrangements and a review of actual performance compared to other authorities
- Future direction of the service and the quality of existing and proposed partnership arrangements for integrating services

The review has now been completed and the report and accompanying action plan will be published shortly. We are well placed to respond to the many challenges facing all children services across the country.

In addition to the high level CYPP there are a number of multi-agency plans and strategies to help address specific priorities and work areas. These outline in detail actions and resources to implement new and/or changing agenda's and ensure all services are working together to tackle key areas for improvement.

### Family Support

A Parenting Strategy Support Group has been established to take forward the **Voice and Influence of Parents and Carers**. Their initial focus will be to work in one neighbourhood, Maltby, to develop consultative techniques to establish the 'voice' of parents. Once established this will be then rolled out to all area assembly localities to create a Locality Parenting Network, which will also draw on our increasing number of School Parent Councils and include more specific groups for Parents and Carers of vulnerable groups (i.e. BME, LDD). The 'influence' will then be provided via a borough Parent Forum which will have representation from across the Parenting Network.

Our Families Information Service provide has increased efforts to promote and support take-up rates of tax credits with enquiries almost tripling from 57 in 2007/08 to 169 in 2008/09. Rotherham has one of the lowest rates in the country, (measured via NI 118 **Take-up of formal Childcare by low income families**). In order to address this we are developing new approaches in 2009/10 to impact on the take-up of tax credits by:

- Working in partnership with other local advice organisations that support Tax Credits such as Citizens Advice Bureau, Kiveton Advice Centre, Ferham Advice Centre (FACE) and Job Centre Plus.
- Developing a tool kit for Children's Centre Outreach Workers and Family Support Workers to use to promote Tax Credits to the families they support.
- Offering Tax Credit estimations at outreach sessions to be held at childcare settings and places of work.
- Developing partnerships with local Job Centre Plus offices to ensure that good quality childcare information and advice is offered to parents that state childcare is a perceived barrier.

Work is underway to identify an appropriate Health Visitor to improve **health links with the Families Assessment Team**.

The **Brokerage Service** will continue to develop over 2009/10 to support families to access childcare and increase their ability to be in employment. Identified developments include;

- Sharing best practice with other Local Authorities, including a visit to Leeds Families Information Service who have a well-established brokerage service (funded by Job Centre Plus).

- Promoting the availability of the brokerage service to local partners (including Job Centre Plus and Children's Centres) to ensure that the families they engage with can be referred to our service for this support.
- Proactively promoting the availability of the brokerage service to families to raise awareness of the support available to them.

**Increase reach of Young Carers service.** Our Young Carers Strategy which covers the period 1 April 2007 to 31 March 2010 outlines actions required from all partner agencies to increase awareness of the service and improve outcomes for young carers. Following a scrutiny review of uptake of the service in January 2009 a number of promotional activities are planned to further improve the service profile. These are;

- Specific awareness presentation for Locality Managers to increase social care referrals
- Information briefings to Primary and Secondary schools
- The development of an in-house multi-agency training/awareness package including an annual event to be incorporated in the CYPS Workforce Development resources
- Targeted work for areas with high BME populations which are known to be under represented in the service.

**Respite Care** service is being developed in partnership with the health service. Over the last 18 months we have been working jointly to develop our plans for developing short breaks as part of the Aiming High for Disabled Children's agenda, this will see an increase in the number of short breaks locally, improved information to parents and carers as well as revised joint eligibility criteria in order to access short breaks.

### Children & Young People

Our commissioning strategy for **teenage pregnancy** is being implemented and in 2008/09 our Teenage Pregnancy Partnership Board was restructured to enhance effective partnership and joined up working. As part of our action to increase access to contraception, youth clinics have created appropriate clinical space to offer contraceptive implants. Following a successful project in the Maltby area resources have been implemented to start roll out of targeted prevention work with 'at risk' groups. There will also be a focus on encouraging, and supporting, parents to talk to their children about sex and relationships.

National guidance on obesity treatment services lays down an expectation that there will be multidisciplinary teams in place by April 2010. Rotherham has already achieved this for both adults and children in April 2009. A **childhood obesity** strategy, model and action plan for prevention and treatment are in place and agreed by NHS Rotherham, RMBC and partners. Additional funding for obesity initiatives (Community and more clinical approaches) has been identified to deliver a Tier 4 Childhood Obesity Service and continuation of the Carnegie Residential Fit Camp and follow-up programme (Carnegie Club). The results of the camp were impressive with the children collectively losing 55 stones during the six week period as well as increasing physical fitness. The children and their families have been supported with further activities on a local basis as part of the overall obesity service and have continued to lose weight, gain fitness and increase self esteem and confidence.

To meet the demands of the growing Looked After Children population our **number and range of Foster Carers** continues to be an issue This is currently being addressing through out of authority placements but to increase our Carer workforce we have improved the marketing and recruitment strategy, which although already being implemented, had its official public launch in May 2009 to coincide with our local Fostering fortnight. We are on course to meet our local target to recruit 30 new foster carer families in 2009. During 2008 there were 3 lots of Foster carer training [maximum numbers 8 on each]. In the first 3 months of 2009 there were more prospective carers on training than in the whole of 2008, (26 compared to 24) with a further 47 either at the initial visit or enquiry stage.

Our 14-19 Strategy<sup>59</sup> brings together a commitment from strategic partners for action and accountability to deliver outcomes for 14-19 year olds and the effectiveness of collaboration between our providers was identified as a strength in the 2008 APA. The key aims to improve **Level 2 and 3 at 19** are to improve our rate of Key Stage 4 achievement at 5A\*-C including English and maths, increasing the number of young people staying in learning post 16 and 17 and to further improve the retention rates on post 16 learning programmes. This will be done through a number of activities across the 14-19 partnership but include:

- Promotion and development of 'A' Level Performance System (ALPS) data to support the improvement in A level learning and teaching to improve young peoples attainment
- Further targeting of Aim Higher programmes to ensure at risk/vulnerable learners are supported to achieve and carry on into higher education
- A review of the curriculum offer 14-19 to ensure it better reflects the needs of learners

- Improvement in the quality of information advice and guidance to ensure young people make informed about progression routes 14-19
- Incorporating development of 14-19 provision within the Transforming Rotherham Learning agenda

Over the past few years the quality of our learning environments have been improved. The 2003-06 PFI (private finance initiative) programme modernised or rebuilt 15 schools across the borough (9 Primaries and 6 Secondaries) and the 'Transforming Rotherham Learning' project will modernise and/or rebuild 13 more schools across the borough, including creation of our 1st academy, by 2016 via Building Schools for the Future and the Primary Capital Strategy.

**Primary attainment**, particularly **literacy**, continues to be a local issue. The Learning without Limits strategy created by the Rotherham Schools Partnership outlines the actions to tackle and improve attainment for all children and young people. Targeted work focuses on the 20% lowest achievers, vulnerable groups (including white working class boys), improving attainment of the most able pupils and schools who are failing to meet DCSF floor targets. Initiatives include the Imagination Library (free book for every child under 5 every month) and Inspire Rotherham literacy project. In addition there has been a strategic review of the management and structure of the Early Years support service which has resulted in the creation of an additional senior management post within the School Effectiveness Service (SES) to help drive forward improvements at Foundation Stage. SES continues to develop resources inline with changing national agendas with national recognition for success in the introduction of School Improvement Partners, leadership succession and brokerage arrangements. The service has strengthened its workforce for Communication, Literacy and English for 2009/10.

We are continuing the development of the Rotherham Youth Offer and our online activities directory to address our low achievement in "**Positive activities for Young People**". As part of this we need to improve communication and public awareness of the Rotherham Youth Offer including specific targeting of groups based on personal identity, BME, LGB, LDD, and life issues such as LAC, Homelessness, Young Offenders. Current developments include;

- 'MyPlace' development – A new build partnership project, led by Chantry YMCA, to create a state-of-the-art youth hub using £3.4m grant
- Involvement of young people within their own communities to identify current provision, assess quality and identify gaps
- Clifton park redevelopment and creation of an adventure playground in central Rotherham
- Respect agenda activity with the Safer Neighbourhoods Team
- Further roll-out of extended services in schools
- To review universal and targeted youth provision including increasing Friday night and weekend provision of positive activities and identifying ways to minimise economic barriers i.e. free, reduced or targeted passes.

### 3.10 How well are people's social care needs and choices being met?

The Personalisation Strategy action plan details the actions needed to improve choice and control. The priority action is to put in place a Resource Allocation System (RAS) to support the personalisation agenda. The action plan has been shaped by the Social Care Institute for Excellence (SCIE) "Rough Guide". The key actions are;

- To develop universal information, advice and advocacy service for people needing services and their carers.
- To make sure that person-centred planning and self-directed support become mainstream activities.
- To create a fair and transparent way to allocate resources to customers with different levels of need.
- To offer personal budgets as an option for everyone who is eligible.
- To deliver an increase in the take-up of direct payments.
- That family members, friends and carers are treated as experts and supported in their roles,
- To commission services that offer high standards of care, dignity and maximum choice and control for our customers.
- To enable customers, their carers and families to influence policy and provision through consultation and dialogue.
- To insist on the promotion of dignity in local care services as part of systems aiming to minimise the risk of abuse and neglect of vulnerable adults.
- To see prevention, early intervention and re-ablement as standard good practice.
- To actively promote the importance of telecare services.

### 3.11 How good is the well being of older people?

During 2009/10 we will continue the journey we have made to improve outcomes for all adults in the borough. The Council and NHS Rotherham completed its second generation JSNA and its findings are being used to form the basis of a 'summit' led by the Rotherham Partnership (LSP) to broaden the implications for the future. This recognises its impact on every aspect of life in Rotherham.

In 2009/10, we will address the key actions contained in our personalisation plan use the learning to inform other services beyond adult social care. Although we have adopted a very inclusive approach to personalisation we recognised the enormity of this challenge given the scale of our ambitions.

Reducing health inequalities in Rotherham remains a key challenge. The Rotherham Partnership commissioned a review, by KPMG and the Audit Commission, of actions to address Health Inequalities in January 2009. The review focused on priority public health issues and an action plan has been produced to implement the recommendations arising from the review. This review shows that the Council and its partners are focusing on long term changes needed to improve quality of life in the borough.

We will continue to review the quality and provision of services as a result of learning from national strategy, from our own customers and from the recommendations made in the annual performance assessment. Carers and safeguarding are two examples of where we put national policy recommendations into practice within the borough. Additionally, we will also improve services by utilising the learning and recommendations associated with the forthcoming Care Quality Commission service inspection of safeguarding and services for people with a physical disability and sensory impairment.

We will also work closely with NHS Rotherham to deliver against their world class commissioning assurance recommendations. This includes jointly reviewing services as part of Transforming Community Services and changing behaviours of local people to improve the state of health and social care in the borough.

There have been a significant amount of changes made to the Councils Medium Term Financial Strategy, Joint Commissioning Strategy, Adult Social Care Commissioning Strategy<sup>67</sup>, Neighbourhoods and Adult Social Services Service Plan and Personalisation Plan which will be implemented over the next 12 months.

**Joint Commissioning** – over the next three years we will improve the quality of health and social care services to people who have a long term condition, develop effective rehabilitation and support services to ensure people can maintain their independence, make significant improvements to services which focus on the mental health needs of older people and reduce hospital admissions and admissions to residential or nursing care by helping people to stay at home for longer

**Aids and adaptations** - A strategic review of the provision of minor equipment will be taken forward in 2009/10 as part of the joint commissioning work programme with NHS Rotherham. This will be focused on getting the best service for customers from the available resources and also exploring new ways of providing equipment based on wider developments in the market and innovations being adopted by other Local Authorities and PCTs.

**Extra Care** - During 2008/9 we reviewed our approach to delivering Extra Care. This involved a task group being established to appraise the current services delivered and to benchmark against other Registered Social Landlords and other Local Authorities. As a result, Rotherham's approach to the way that services are delivered has been modernised. The changes will deliver dedicated Housing Support Services in Line with Supporting People expectations, and make better use of the income being received from each tenant in relation to this service. Residents were consulted and during 2009/10, the changes will be fully implemented allowing more dedicated housing support plans to be drawn up, focusing on independent living and outcomes for individuals

**Modernisation of Home Care** - In 2008 elected members agreed to 'shift the balance' of domiciliary care services from 65% in house provision to 35%. Members have recently agreed to extend this to 0% by March 2010. We will re-commission domiciliary care services under new contractual arrangements for April 2010. This will be an important element of extending choice and control for people that use services. The re-commissioned domiciliary care services will be tendered to meet the identified needs in our outcome-based assessment processes. Customers will be able to more clearly identify the providers with the skills to best meet their needs; we will then work with those providers to deliver the outcomes required in the manner most appropriate to the end user. However, users will also have the option to choose a different provider if they so wish. Our recommissioning process for domiciliary care will focus on market management and provider support to enable them to reshape to a more flexible market that adapts to better meet the needs of service users and carers

The Neighbourhoods and Adult Services Directorate Service Plan (2009/12) contains objectives 'to ensure that vulnerable people are supported to remain in the home of their choice, maintaining their independence for as long as possible and enjoying a full and active life by 2011' and to 'continue the transformation of adult social care and health so that we help more people to live independently by the year 2011'. Key actions include:

- Redefine our approach to providing adaptations and equipment to ensure that as many people as possible are assisted within the available resources
- Re-design, improve and personalise all the services the Council provides to older people to ensure they are able to retain their independence and enjoy a full and active life
- Ensure that the new Rothercare Direct service provides a high quality advice, assistance and a response to all enquiries about social care and preventative services
- Continue to modernise services and provide more personalised services through improving choice and control by disinvesting and re-investing in social care services.
- Jointly agree with NHS Rotherham a review of and delivery mechanism for the delivery of community based services
- Expand joint world class commissioning arrangements and produce a joint sustainable market management plan for all user groups with NHS Rotherham
- Raise standards within the domiciliary care market
- Develop the VCS sector to increase the range of preventative services and early intervention
- Develop a common assessment across social care, housing and health services
- Develop a joint commissioning approach for mental health services in line with the national Dementia Strategy and the Mental Health Act 2007.

## Appendix B

### CAA Tests

#### *Block A: inspected and regulated services and settings*

- The annual rating is likely to be 'performs excellently' if performance is in one of the top two performance bands ('dark green' and 'light green') for overall effectiveness judgements across a very large majority (or more) of its inspected services, settings and institutions. No groups of services, settings or institutions are likely to be in the lowest ('red') band.
- The annual rating is likely to be 'performs well' if performance is in one of the top two bands ('dark green' and 'light green') for overall effectiveness judgements across a large majority (or more) of its inspected services, settings and institutions.
- The annual rating is likely to be 'performs well' if performance is in one of the top two bands ('dark green' and 'light green') for staying safe and enjoying and achieving judgements across the large majority (or more) of its inspected services, settings and institutions. These outcomes are key aspects of a council's responsibility and should be generally consistently good or better across different types of provision.
- The annual rating is likely to be 'performs poorly' if performance is in the bottom band 'red' for overall effectiveness judgements across a majority (or more) of its inspected services, settings and institutions.<sup>1</sup>
- The annual rating is likely to be 'performs poorly' if performance is in the bottom band 'red' for staying safe or enjoying and achieving judgements across a majority or more of its inspected services, settings and institutions.
- The annual rating is likely to be 'performs poorly' if performance is in the bottom band 'red' for services, settings and institutions for vulnerable groups, such as children's homes or pupil referral units.

In considering the performance of settings and services, Ofsted will take account of the number of inspection results included for each type of setting or service and the importance of the service or setting in serving children and young people whose circumstances make them vulnerable.

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<sup>1</sup> An overall rating of 'performs poorly' does not mean that all Every Child Matters outcome areas are necessarily poor. Similarly, an overall rating of 'good' does not mean that all Every Child Matters outcome areas are good. Strengths and weaknesses in each area will be reported in the CAA area assessment as needed.

***Block B:*** *inspections of safeguarding and services for looked after children; annual unannounced inspections; relevant joint area review inspection findings in relation to safeguarding and looked after children; findings from any triggered inspection; and serious case review evaluation findings*

Ofsted will always take account of evidence in Block B, including where performance is strong.

The tests that follow for Block B are applied to ensure that the rating reflects the findings from the inspection of safeguarding, including annual unannounced inspections, and looked after children where these inspections have raised concerns.

- Where the full inspection of safeguarding has taken place and the overall effectiveness judgement is inadequate, the annual rating is likely to be 'performs poorly'.
- If the overall judgement in the most recent full inspection of safeguarding is adequate or better, but the findings of the most recent annual unannounced inspection of contact, referral and assessment raised concerns, the annual rating is likely to be 'performs adequately' or 'performs poorly'.
- Where a full inspection of services for looked after children has taken place and the overall effectiveness judgement is inadequate, the annual rating is likely to be 'performs poorly'.
- Where a full inspection of safeguarding services and services for looked after children has not taken place, but these services were judged to be inadequate in a joint area review inspection that took place since 1 April 2007 the rating is likely to be 'performs poorly' unless other recent inspection judgements or indicators from NIS suggest there has been significant improvement since the last inspection. In these circumstances, Ofsted will consider any evidence submitted by the council and will exercise its professional judgement in arriving at the rating.

Ofsted will also consider the quality of serious case reviews evaluated by Ofsted since April 2007, taking account of any relevant issues raised that must be tackled by the council. Ofsted will also consider any substantiated complaints about services or providers, including through whistle blowing, and findings from any triggered inspections carried out as part of CAA.

***Block C:*** *Every Child Matters indicators (National Indicator Set)*

A provisional view of performance will be formed using the evidence in Block A and in Block B. This will then be subject to further tests using the evidence in Block C before arriving at the final annual rating. Evidence from Block C will be used to ensure that the rating takes account of councils' broad responsibility for children's well-being, including those aspects not inspected directly by Ofsted but on which there are NIS indicators.

- The provisional view is likely to be confirmed as 'performs excellently' if performance against the large majority of NIS indicators, including those for staying safe and enjoying and achieving, is at least in line with similar areas and above the national figures.
- The provisional view is likely to be confirmed as 'performs well' if performance against the large majority of NIS indicators, including those for staying safe and enjoying and achieving, is at least in line with similar areas and broadly in line with the national figures.
- The provisional view is likely to be confirmed as 'performs well' if the gap in outcomes for children and young people is consistently smaller than national figures and/or consistently smaller than in similar areas, particularly for groups of children and young people whose circumstances may make them vulnerable.
- The provisional view rating is likely to be confirmed as 'performs poorly' if performance against a large majority of indicators in the NIS, including those for staying safe and enjoying and achieving, is lower than in similar areas.

## **Definitions**

The standard Ofsted definitions for proportions will be used as a guide to assessing how many indicators are above, in line with, and below other areas. A very large majority is 80–96%, a large majority is 65–79%, and majority is 51–64%.

## **Balancing the sets of tests**

Ofsted will determine the rating by considering whether the tests set out above are met for the evidence in Block A (inspected services and settings) and in Block B (safeguarding, looked after children, serious case reviews). For a grade to be awarded, the tests for both blocks will usually need to be met. Ofsted will also consider the evidence from applying the tests in Block C (NIS indicators) to confirm that performance against NIS indicators supports the rating. Where there is a discrepancy between the evidence from different blocks, the evidence from applying the tests in Block A and Block B supported by inspectors' professional judgement will usually determine the final annual rating.

Ofsted will exercise its professional judgement in arriving at the annual rating. For example, if inspected services and settings (Block A) and other relevant inspection and regulatory evidence (Block B) indicate that services are generally of good or better quality, but the indicators from NIS show performance is largely much lower than statistical neighbours, then Ofsted may decide to award only a rating of 'performs adequately'.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Corporate Improvement Board
<b>2.</b>	<b>Date:</b>	6 <sup>th</sup> July 2009
<b>3.</b>	<b>Title:</b>	Local Area Agreement 2006-2009 – Projected Stretch Target Performance
<b>4.</b>	<b>Directorate:</b>	Chief Executive's

### **5. Summary**

This report summarises the projected outturn performance for the Stretch targets contained within the 2006-2009 Local Area Agreement. It also contains an analysis of the projected performance reward grant.

### **6. Recommendations**

**Corporate Improvement Board is asked to:**

**Consider the report and recommend any further actions which will improve performance in relation to the underperforming targets**

**Note that any performance reward grant from the LAA is to be allocated to a joint improvement fund that will be allocated by the Rotherham Partnership across each of the themes.**

## 7. Proposals and Details

Following consideration by the Cabinet, a report was submitted to the Rotherham Partnership's Board meeting to be held on 28th May 2009.

### ***Projected performance Reward grant***

At this stage the projection is that £6,613,726.87 can be claimed, which equates to 84.38% of the total. This will be paid in two equal instalments in 2009/10 and 2010/11.

Appendix one provides an analysis of the projected performance against the LAA stretch targets

Appendix Two is the projected Performance Reward Grant Claim

All claims will be subject to validation and approval by the Head of Internal Audit before being submitted to the DCLG for their final approval.

The last target to finish is the % of accredited Healthy Schools which runs until December 2009, so the full claim for performance reward grant will be submitted to DCLG when the outturn is available for this measure.

### ***Performance Issues***

#### Increasing the number of people on benefit who enter into sustainable employment

Major issues were identified with the location of claimants and their eligibility for inclusion in the target. Environment and Development Services have obtained confirmation from DWP that additional people can be included in the outturn figures. These will be produced at the end of June 2009 when this target is calculated.

#### Older People helped to live at home per 1000 population aged 65 or over

Despite extensive performance clinics and action by Neighbourhoods and Adult Services and LSP partners it has not been possible to achieve this target.

#### Chronic Obstructive Pulmonary Disease (COPD)

The method of reporting against the measures in this target has changed nationally. This will mean that a locally developed report will have to be set up to produce the final outturn figures.

#### Proportion of clients receiving a review

Neighbourhoods and Adult Services are currently checking the final figures from RDASH in terms of the reviews that they have conducted which will need to be combined with the council reviews. If the reviews pass the data quality checks being conducted by Neighbourhoods and Adult Services this should result in the stretch target being achieved and an additional £340,772 being earned.

## 8. Finance

As stated earlier it is projected that £6,613,726.87 of the performance reward grant will be claimed.

It has previously been agreed that any performance reward grant earned from the LAA should be allocated to a joint improvement fund that will be allocated by the Rotherham Partnership across each of the themes

The pump priming grant to be spent in Quarter 4 is £205,176.30. An analysis of the allocations and remaining grant to be spent appears at Appendix Three.

Where there is any underspend of pump priming grant consideration should be given to reallocating the grant to either meet eligible additional expenditure identified, or to support delivery of those targets which have not yet been achieved.

Streetpride have spent an additional £1,500 in support of their stretch target and have asked that if any underspend occurs this can be used to cover these costs.

### **9. Risks and Uncertainties**

The main risk is that the LAA will not to deliver on its commitments and that this will impact on the performance reward grant attached to the stretch targets. There would also be an impact on external judgements such as the CAA rating.

This risk has been mitigated by reporting, performance management arrangements and the responses to the internal audit recommendations.

### **10. Policy and Performance Agenda Implications**

The LAA is a significant undertaking for the council. It links directly to the delivery of Rotherham's Community Strategy and Corporate Plan.

### **11. Background Papers and Consultation**

Local Area Agreement 2006-2009

#### **Contact Names:**

Mathew Gladstone Assistant Chief Executive, ext 2791  
Tim Littlewood, Performance and Quality Manager, ext 2766

Appendix One Stretch Target Performance Analysis

Description	Baseline Position	Stretch Target	Projected Outturn	On target	Risk
Proportion of 16-18 year olds not in education, employment or training (as measured by data from National Client Caseload Information System (CCIS))	November 2005 9.9%	7.1%	6.9%	Achieved	N/A
i. The number of adults obtaining skills for life qualifications at entry levels 1, 2 and 3	Summer 2004 250	562 (cumulative)	(June 2008) 522 (cumulative)	Partially Achieved	N/A
ii. The number of non-English speakers obtaining citizenship qualifications at entry levels 1,2 and 3	0	90 (cumulative)	105 (cumulative)	Achieved	N/A
Percentage of schools achieving Healthy School Status by 31 <sup>st</sup> December 2009 in accordance with the 2005 NHSS criteria	November 2005 0%	95%	95%	Yes	Green
The number of new start up businesses located in RMBC owned Business Centres or registering with Business Link South Yorkshire	March 2005 205	218	238	Yes	Green
Assist people off Incapacity Benefit (IB) and into sustainable long term employment	March 2006 20	143	100	No	Amber
i. Number of IB claimants excluding those living in the 4 priority wards* helped by the Phoenix Enterprise led activity into work for at least 16 hours per week for 13 consecutive weeks or more as measured by the Rotherham Phoenix Centre					
Number of IB claimants living in 4 priority wards* helped by Phoenix Enterprise led	24	87	54	No	Red

Appendix One Stretch Target Performance Analysis

Description	Baseline Position	Stretch Target	Projected Outturn	On target	Risk
activity into work for at least 16 hours per week for 13 consecutive weeks or more as measured by the Rotherham Phoenix Centre (*Central, Dinnington, Wath and Eastwood Wards)					
Older People helped to live at home per 1000 population aged 65 or over	March 2005 93.64	102	70.5	No	Red
Number of adults and older people using direct payments at 31 <sup>st</sup> March per 100,000 population aged 18 or over	March 2005 71.4	155	240	Yes	Green
To Increase accurate diagnosis, smoking cessation and multidisciplinary pulmonary rehabilitation of people suffering with Chronic Obstructive Pulmonary Disease (COPD)	March 2005				
i. The number of people in Rotherham with a diagnosis of COPD proven by spirometry	3942	5400	5149	Yes	Amber (new report required)
ii. The number of Rotherham residents with COPD who have received a comprehensive multi Disciplinary pulmonary rehabilitation	0	700	1116	Yes	Amber (new report required)
Increase the number of reviews of care packages	March 2005				
Proportion of clients receiving a review	34.7%	69.7%	70.75%	Yes	Green
Reduce the incidence and impact of anti-social behaviour (ASB) by dealing effectively with the perpetrators and supporting the victims					

Appendix One Stretch Target Performance Analysis

Description	Baseline Position	Stretch Target	Projected Outturn	On target	Risk
i. Percentage of residents reporting via a survey that various forms of ASB are either 'a very big problem' or 'a fairly big problem' in their neighbourhood.	Reachout Survey 2006 49%	44%	29%	Achieved	N/A
ii. Arson Reduction – Number of deliberate fires (Primary and Secondary) in Rotherham.	(March 2005) 2262	2036	1637	Yes	Green
Nuisance Motorcycles – Percentage of residents who think nuisance motorcycles are a 'very big' or 'fairly big' problem in their locality	Reachout Survey 2006 49%	44%	29%	Achieved	N/A
Reduce Domestic Violence	March 2005				
i. Reduce the percentage of repeat incidents of domestic violence by 5%	34.1%	29.1%	26.93 %	Yes	Green
ii. Sanction detection rate	7.5%	27.5%	61%	Yes	Green
To enhance the environment and general appearance of neighbourhoods	March 2005				
i. Number of incidents of fly tipping	4188	11,725 incidents over the 3 years of the LAA	9423 (cumulative)	Yes	Green
ii. Number of incidents of graffiti	1535	921 graffiti incidents	615	Yes	Green
To increase the proportion of non bio-degradable waste that is recycled from our household waste arisings	17365 tonnes	28,365 tonnes	30,727.52 tonnes	Yes	Green

Appendix Two Projected Performance Reward Grant Claim

Targ et no.	Target description	Total PRG on target	Total PRG claimed
1	Provide the support necessary to increase the number of successful businesses in Rotherham.	£681,548.00	£681,548.00
2	Assist people off Incapacity Benefit and into sustainable long term employment	£681,548.00	£295,538.51
3	Improve the life chances of young people	£681,548.00	£681,548.00
4	Create specific initiatives to maximise the number of Rotherham learners obtaining skills for life entry level qualifications in literacy and numeracy and citizenship qualifications	£681,548.00	£563,749.58
5	Increase the number of Schools achieving Healthy Schools Status	£681,548.00	£681,548.00
6	Reduce the incidence and impact of anti-social behaviour by dealing effectively with the perpetrators and supporting the victims	£681,548.00	£681,548.00
7	Reduce domestic violence	£681,548.00	£681,548.00
8	To enhance the environment and general appearance of neighbourhoods in response to this being a top priority of local people	£681,548.00	£681,548.00
9	To increase the proportion of non bio-degradable waste that is recycled from our household waste arisings	£681,548.00	£681,548.00
10	Increase the number of Older People helped to live at home	£340,774.00	0
11	Increase the number of adults and older people using Direct Payments	£340,774.00	£340,774.00
12	To increase accurate diagnosis, smoking cessation and multidisciplinary pulmonary rehabilitation of people suffering with Chronic Obstructive Pulmonary Disease (COPD)	£681,548.00	£642,828.78
13	Increase in number of reviews of care packages – so ensuring VFM and that services are tailored to the needs of service users.	£340,772.00	£340,772.00
Total potential PRG as specified in the agreement riding on all targets =		<b>£7,837,800.00</b>	
		<b>Total PRG earned across all targets =</b>	<b>£6,613,726.87</b>
		Each instalment =	£3,306,863.44
		Capital element of each instalment =	£1,653,431.72
		Proportion of PRG claimed overall =	84.38%

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Target	Status	Pump Priming allocated	Pump Priming remaining	Lead
Anti Social Behaviour	Met target	£90,000	£58,618.02	RMBC / SY POLICE
% NEETS	Met target	£65,000	£26,737.18	RMBC
Healthy school status	On target	£100,000	£18,839.31	RMBC
Direct Payments	On target	£60,000	£22,048.99	RMBC
Domestic Violence	On target	£60,000	£17,975.66	RMBC / SY POLICE
Fly tipping and graffiti	On target	£70,000	£1,265.55	RMBC
Arson reduction	On target	£30,000	£5,640.24	SY FIRE And RESCUE SERVICE
Waste recycling	On target	£70,000	£18,708.01	RMBC
New Start up businesses	On target	£75,000	£33,043.32	RMBC / Rotherham Chamber
Skills for life	Partially Met target	£85,000	£0	RMBC
Chronic Obstructive Pulmonary Disease	Amber Risk	£100,000	£0	PCT
The review of care packages	Amber Risk	£60,000	£ 0	RMBC
Older people helped to live at home	Red	£60,000	£0	RMBC
Increasing the number of people on benefit who enter into sustainable employment	Amber /Red	£75,000	£0	RMBC / PHOENIX ENTERPRISES
Contingency		£2,300	£2,300	This was identified to be used by VAR to support audit costs relating to the LAA but has not been spent

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Corporate Improvement Board
<b>2.</b>	<b>Date:</b>	6 <sup>th</sup> July 2009
<b>3.</b>	<b>Title</b>	Comprehensive Area Assessment for Children's Services and Adult Learning
<b>4.</b>	<b>Directorate:</b>	Children and Young People's Services

**5. Summary:**

Following on from the report presented in April, Ofsted finally released their guidance late on 13<sup>th</sup> May 2009. At the time of writing this report it has not been possible to carry out a thorough reading of the volume of documents and the implications. A verbal update will therefore be given at the meeting and subsequent analysis will be reported formally to a future meeting.

**6. Recommendations**

- **That the Corporate Improvement Board receive this report and note the significance of this regime.**

## 7. Proposals and Details

Ofsted released a suite of six documents on their website late on 13<sup>th</sup> May 2009, for processes which took effect retrospectively from 1<sup>st</sup> April 2009.

The suite includes:

- CAA Annual Rating
- Inspection of Safeguarding and Looked After Children
- Inspection of Safeguarding and Looked After Children – full evaluation
- Unannounced Inspections of Contact, Referral and Assessment Centres
- Illustrative grade descriptors for Safeguarding and Looked After Children
- Sample Performance Profile

The annual rating is a combined assessment of universal and targeted services. It has increased the focus on findings from inspection and regulation and places less emphasis on other performance data \*. The results will be published in late November as part of the overall Comprehensive Area Assessment.

Performance Profiles will be published from June with the second expected in early September. These will feed into the assessment. An example of a performance profile is given at **Appendix A**, although this is only one level of 5 tiers. The evidence for the profiles will be gathered from 3 main blocks:

- [a] Inspection and Regulation.
- [b] Safeguarding, LAC and Contact, Referral and Assessment Inspections; Serious Case Reviews since 1<sup>st</sup> April 2007; Trigger Findings\*\*.
- [c] Performance against the National Indicator Set (NIS) \*.

The Performance Profiles will include historic data where current data is unavailable and will therefore include any school inspections post 2005. There will be four fixed bands of performance and “tests” will be applied to a matrix of results with limits/thresholds for each block. These thresholds will be reviewed annually in a drive for continuous improvement. The details of these thresholds can be found at **Appendix B**.

The performance bands are:

Dark Green	80% of services, settings and institutions judged good or better
Light Green	65 – 79% judged good or better
Amber	50 – 64% judged good or better
Red	Under 50% judged good or better

Publication of the annual rating will take place in late November of each year but a pre-publication rating will be issued in September. This will include the completed NIS which will be finalised in August. Ofsted will however, take into account any inspection results up to the point of the final rating so this could impact on the preliminary rating. The rating will include the second Performance Profile. Any appeals must be submitted by the end of September.

*\* We do know that assessment of performance will take account of the plethora of statistical statutory returns as well as the National Indicators Set, although this is not explicit in Ofsted documentation.*

The areas covered by the CAA for Children and Young People include:

- Early Years and Childcare
- Schools
- Post 16 Education
- Social Care

Inspections will consider a range of issues, but Social Care in particular is assessed against a range of Grade Descriptors (61 pages long). The range of the descriptors is Outstanding, Good, Adequate and Inadequate, and they are illustrative rather than exhaustive.

Inspections of Safeguarding and LAC will be assessed under the following headings, and again limits or thresholds will apply:

- Leadership and Management
- Quality of Provision
- Safeguarding Outcomes

Judgements will be made about Overall Effectiveness and Capacity to Improve.

### **8. Finance**

There are no overt financial implications but there is bound to be an impact on resources in relation to responding to unannounced inspections and in preparing staff for further significant changes to inspection regimes for the third time in recent years.

There are likely to be financial implications resulting from the recommendations from Lord Laming's report: The Protection of Children In England: A progress Report. This has been reported on separately and is subject to further analysis.

### **9. Risk and Uncertainties**

Risks are mitigated as far as possible, but they have increased significantly as part of this new regime for inspection. Short notice and unannounced inspections can cause major disruption, and although Ofsted are likely to want senior staff to be available this will be extremely hard to manage the most relevant staff being available at such short notice.

Further risks that should be considered include the move towards vulnerable groups and we need to take care not to lose sight of most of our children who receive universal services as their needs are also important. The performance in Rotherham Children and Young People's Service is currently being assessed against the CAA criteria which are now published and a risk assessment will be produced, which will be tabled for discussion at this meeting.

## 10. Policy and Performance Agenda Implications

The constant scanning and more frequent performance updates can cause triggers to be set off at more frequent intervals, therefore data and performance has never been more important. This element continues to be a challenge in social care, balancing the demands of contact with children and families with data input. Nevertheless it is a critical area to address if we are to avoid the unnecessary burden of more unannounced inspections.

The Children's Service and Adult learning organisational assessment will feed the council's organisational assessment which in turn feeds into the overall CAA Framework

## 11. Background and Consultation

- Comprehensive Area Assessment: Assessing children's services and adult learning – Ofsted February 2009
- CAA Annual Rating –Ofsted May 2009
- Inspection of Safeguarding and Looked After Children – Ofsted May 2009
- Inspection of Safeguarding and Looked After Children – full evaluation – Ofsted May 2009
- Unannounced Inspections of Contact, Referral and Assessment Centres – Ofsted May 2009
- Illustrative grade descriptors for Safeguarding and Looked After Children – Ofsted May 2009
- Sample Performance Profile – Ofsted May 2009

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**Inspected services, settings and institutions**

% of providers judged outstanding, good, satisfactory, inadequate for overall effectiveness

	number inspected	% outstanding/good/satisfactory/inadequate	% outstanding or good (fixed bands)	comparison with similar areas	comparison with national average
Childminders	564		70%	above	in line
Childcare on domestic premises	100		71%	above	in line
Childcare on non-domestic premises	61		72%	above	in line
Nurseries (in schools)	100		82%	above	in line
Primary schools	150		82%	above	in line
Secondary schools	30		61%	above	in line
Sixth form schools (in secondary, special and PRU)	10		50%	in line	in line
Special schools	10		80%	above	in line
Pupil Referral Units	4		50%	above	above
General Further Education and Tertiary colleges	1		0%	below	below
6th form colleges	1		100%	above	above
Independent specialist colleges	0				
Children's homes	20		70%	above	in line
LA Fostering agency	1		100%	above	above
LA Adoption agency	1		100%	above	above
Private fostering arrangements	1		100%	above	above

**Safeguarding and looked after children inspections, including unannounced inspections, and serious case reviews**

Annual unannounced contact, referral and assessment (safeguarding) inspection	Jul 09	This inspection did not raise concerns
Full inspection of safeguarding	Jul 09	Good
Full inspection of services for looked after children	Jul 09	Good
Joint area review	Jun 08	Safeguarding: Good Services for looked after children: Good
Serious Case Reviews conducted adequately or better (out of total no. of cases)	from Apr 07	2 out of 2

**Every Child Matters indicators (National Indicator Set)**

	Count of indicators with data		% of indicators in each band (upper/upper middle/lower middle/lower quartiles)	comparison with similar areas			comparison with national		
	data available	total NIS		no. above	no. in line	no. below	no. above	no. in line	no. below
Being Healthy	4	10		3	1		4	0	0
Staying Safe	14	14		10	2	2	8	6	
Enjoying and Achieving	33	40		10	20	3	25	8	0
Making a Positive Contribution	8	11		5	2	1	5	3	0
Achieving Economic Well-Being	10	11		6	2	2	2	7	1

**Notes**

- 1) Please see the Ofsted publication 'CAA: annual rating of council children's services FOR 2009' for a full list of the indicators used to produce this summary profile, indicators included in the full performance profile, and other evidence used to inform the children and young people element of the joint inspectorate CAA report.
- 2) For inspected services data the bands for % judged good or better are based on the following cut off points: dark green is 80% of providers or over, light green is 65-79.99%, amber is 50-64.99%, red is less than 50%.
- 3) For ECM/NIS data, data available is the number of indicators where data currently available to Ofsted, and total NIS is the number of NIS indicators relevant to this outcome. Some NIS are not available until the second year of CAA. For year 1 the bands are based on quartile distribution. The most up to date time period available is used for the summary profile, but time periods vary between different indicators (for instance financial or academic year). ECM grades from Ofsted inspections of providers will also be considered as part of the full performance profile.
- 4) Comparison with similar areas is based on the children's services statistical neighbours groups developed by NFER and DCSF.