

SELF REGULATION SELECT COMMISSION

Venue: Town Hall, Moorgate
Street, Rotherham.

Date: Thursday, 15th September, 2011

Time: 3.30 p.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Declarations of Interest.
4. Questions from Members of the Public and the Press.

For Decision:-

5. Minutes of the previous meeting held on 21st July, 2011 (herewith) (Pages 1 - 5)

For Monitoring:-

6. Children's Peer Challenge October 2011 (report herewith) (Pages 6 - 26)
7. Central Establishment Charges (Presentation by Stuart Booth, Director of Central Finance)
8. Performance Reporting Update - Feedback from Members' Working Group (report herewith) (Pages 27 - 45)
9. Revenue Account Outturn 2010/11 (report herewith) (Pages 46 - 58)
10. Work Programme (Caroline Webb, Scrutiny Adviser, to report)
11. Date and Time of the Next Meeting - Wednesday, 27th October, 2011 at 3.30 p.m.

SELF REGULATION SELECT COMMISSION
Thursday, 21st July, 2011

Present:- Councillor Hughes (in the Chair); Councillors Atkin, Currie, Ellis, J. Hamilton, N. Hamilton, Sharman and Swift.

Apologies for absence were received from Councillors Beck, Donaldson, Foden and Tweed.

1. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

2. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the public or the press.

3. SELF-REGULATION - WHAT DOES THIS MEAN IN PRACTICE?

The Chairman welcomed Mark Edgell, Principal Adviser - LG Development, to the meeting who provided advice and background information on self-regulation and improvement in Local Government and what this meant in practice.

Following the decision of Central Government to reduce the burden of inspections Councils were now responsible for their own organisational performance with a move towards a new approach to self-regulation and improvement that would help Councils strengthen their accountability and revolutionise the way they evaluated and improved services.

The role of the LG Group had been subject to consultation and development and three guiding principles had been agreed:-

- That Councils would be responsible for their own performance.
- That Councils would be accountable to the local communities for that performance.
- That Councils would have collective responsibility for performance of the Local Government sector.

In terms of the Self Regulation Select Commission it was important that good performance data was available setting out how good Rotherham was performing against its targets with an agreed process of performance management and monitoring.

Councils were, therefore, encouraged to consider how they might take advantage of the LG Group's seven point offer of providing approaches to help Councils with their objectives.

The LG Group would provide a package of support that would allow Councils to compare data and benchmark performance in the form a new web-based service that would allow Councils to capture their own knowledge.

In addition, the LG Group were offering, free of charge, a peer challenge over the three year period starting in April, 2011 and also up to five days of free member peer support for all Councils undergoing a change of control.

The LG Group would also continue to provide leadership support through development support for political and managerial leaders and also provide support to networks of officers and Members at national and sub-national levels, working with other sub-national groupings of Councils and the relevant professional associations, to share good practice and to provide timely support.

Now the structure of inspection, assessment and improvement had changed, the challenge for Councils was to change culture and to move away from Central Government applying rules.

A discussion and answer session ensued and the following issues were raised and subsequently clarified:-

- Effective models of management and the process of self regulation.
- The potential for taking forward self regulation and the holding of the Executive to account.
- Building capacity to effectively challenge and support with a shared vision to move forward.
- Engagement of communities rather than with members of the public on personal matters.
- Quality of the data and its availability within the Knowledge Hub.
- Double devolution and the process of challenging services.
- Recognition of the value that Local Authorities provide.
- Potential for communities to make a difference.
- Tools to self regulate provided by the LG Group.
- Further exploration of the Knowledge Hub by the Members' Training and Development Panel.
- Performance data management and measurement of standards locally, sub-regionally and regionally.
- Peer reviews and how these fit into the self assessment process especially around Children's Services.
- The need for strong leadership with strong challenging skills.
- Self assessment timetable and the areas to be self assessed.
- Peer review self assessment tools and their establishment.
- Self challenge at various levels.

Resolved:- (1) That Mark Edgell be thanked for his informative presentation.

(2) That the information be noted.

(3) That the Members' Training and Development Panel explore the LG Group's Knowledge Hub.

4. WORK PROGRAMME - FOR DISCUSSION.

Consideration was given to this Select Commission's terms of reference and copies were again circulated for all those present.

The Select Commission were asked for their views on which areas they wished to consider as a priority as part of the work programme for this year.

It was suggested that the annual budget setting process would be the main priority area for this Select Commission with the possibility of three day sessions to review and evaluate and whilst every effort should be made to make these dates as inclusive to all as possible, this Select Commission should adhere to the dates to prevent any unnecessary delay.

The Chairman pointed out that this Select Commission would have the opportunity to hold further meetings outside the agreed schedule.

Other areas for consideration could include the Area Assemblies and Parish Council Network to ascertain views and to listen to what people have to say whether this be positive or negative for the Council.

In addition, other areas for consideration could include RBT and delivery of the strategic partnership, 2010 Rotherham Ltd. and how this would now move forward, central establishment charges, the use of consultants and corporate complaints.

In considering all suggestions the Select Commission were in agreement that the first priority must be the budget followed by a review of 2010 Rotherham Ltd.

Resolved:- That the suggestions indicated above form the basis of the work programme with the budget for 2012/13 being the main priority for consideration.

5. CORPORATE PERFORMANCE REPORT

Consideration was given to a report presented by Matt Gladstone, Director of Commissioning, Policy and Performance, which provided an analysis of the Council's current performance on the twenty-nine key delivery outcomes contained within the Corporate Plan and based on available performance measures, together with analysis of progress on key projects and activities that contributed to the delivery of the plan.

The report submitted provided an overview of where there were concerns and issues where the Strategic Leadership Team needed to focus their resources agenda in terms of moving forward.

In considering the information the Select Commission experienced some difficulty in working through the data presented and what the detail actually meant. It was, therefore, suggested that consideration be given to a new method of how performance data was presented via a small sub-group and that three areas of concern from the report be considered at the next scheduled meetings for review and how matters could be improved.

Whilst the Select Commission noted that areas that were currently under performing, those improving and those that were performing well, it was suggested that the twenty nine areas be subject to review and they be assessed as to whether they were deemed value for money.

The Select Commission also requested that a brief overview be provided on the areas not meeting targets primarily No. 8 relating to the Town Centre, but that liaison take place with the Improving Places Select Commission to ensure there was no duplication or overlap.

Resolved:- (1) That the performance position of each of the Corporate Plan outcomes be subject to ongoing review.

(2) That Sub-Group, led by Councillor Ellis along with Councillors Atkin, Currie and J. Hamilton, review the format of future performance data.

(3) That the performance highlights and achievements to date be noted.

(4) That a brief overview be provided at future meetings of this Select Commission on the under-performing areas

6. REPRESENTATIONS ON WORKING GROUPS

Consideration was given to a report which set out the details of the sub-groups which required nominations from this Select Commission for the 20011/2012 Municipal Year.

Resolved:- That the memberships for 2011/2012 be approved as follows:-

HEALTH, WELFARE AND SAFETY PANEL

Councillor Sharman with Councillor J. Hamilton as named substitute.

RECYCLING GROUP

Councillor Atkin and Councillor Ellis volunteered as a substitute.

7. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of any individual, including the Council).

8. STRATEGIC PARTNERSHIP UPDATE

The Chairman welcomed Andrew Bedford, Strategic Director of Finance, to the meeting who gave an update on the Strategic Partnership.

Information was provided on the details of the contract, issues that required addressing, the services that RBT delivered on behalf of the Council, items for further consideration, completion of the contract early and next steps.

A discussion and answer session ensued regarding a number of issues.

Resolved:- (1) That Andrew Bedford be thanked for his informative presentation.

(2) That the information be noted and the Select Commission be informed of progress.

9. DATES AND TIMES OF FUTURE MEETINGS

Consideration was given to the future dates and times of meetings for this Select Commission.

Resolved:- That the dates, as submitted, be noted.

10. TAKING THE LEAD.

Consideration was given to the Local Government Group's "Taking the Lead" documentation, that would help Councils strengthen their accountability and revolutionise the way they evaluated and improved services, which was referred to information.

Resolved:- That the Select Commission take the opportunity to look at the information that was currently provided.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Select Committee - Self Regulation
2.	Date:	15th September 2011
3.	Title:	Children’s Peer Challenge October 2011
4.	Directorate:	Chief Executives, Commissioning, Policy and Performance

5. Summary

Children and Young People’s Services will be undergoing a Peer Challenge facilitated by Local Government Improvement and Development (LGID) from the 3rd to 7th October 2011.

A set up meeting was held on the 20th June 2011 with representatives from LGID at which there was an early indication of the areas that would be covered.

- The effectiveness of the delivery and commissioning of early intervention services and the use of CAF , thresholds and effectiveness
- How the council and its partners can learn from and improve the service user experience
- An independent perspective on our approach to improving Key Stage 2 results.
- Review the effectiveness of the multi-agency resource panel in relation to Out of Authority Placements and value for money.

6. Recommendations

- (i) That members accept this report.
- (ii) That members receive the final report following the conclusion of the challenge.

7. Proposals and Details

Safeguarding Children Peer Challenges are facilitated by the Local Government Improvement and Development (LGID), these are not inspections but a supportive and challenging approach to assist councils and their partners in celebrating strengths and identifying jointly areas for improvement. These challenges are now forming very much part of the Coalition Government's thoughts on sector led improvement.

As part of the removal of the Notice to Improve in January 2011 it was suggested by the Intervention Team of the Department for Education that we take part in such a review to ensure that the improved direction of travel continues around the particular areas for improvement and further added independent challenge that a peer review would bring.

A set up meeting was held on the 20th June 2011 to commence the process which will lead to the peer challenge taking place from the 3rd to the 7th October. Discussions took place around key areas for the challenge and the four key areas were agreed.

- The effectiveness of the delivery and commissioning of early intervention services and the use of CAF , thresholds and effectiveness
- How the council and its partners can learn from and improve the service user experience
- An independent perspective on our approach to improving Key Stage 2 results.
- Review the effectiveness of the multi-agency support panel in relation to Out of Authority Placements and value for money.

Generally these peer challenges from the LGID are safeguarding focussed, but the review team will look at facilitating a Key Stage 2 attainment element to give an independent view of the work that has been taking place around this specific issue in Rotherham over the past few years

There are a series of deliverables which have to be in place prior to the review commencing which need to be complete and submitted by the second week in September, some of which are included in this report.

- Reading list – documents including LSCB business plan, Children and Young People's Plan, OFSTED Performance Profile, child protection procedures etc and in particular the framework for analysing the documents.
- A Key Lines of Enquiry document needs to be agreed and populated based on the additional themes agreed jointly with the challenge team.
- A data sheet which includes key safeguarding and child protection statistics

Other key pieces of work are:

- Case mapping group exercise – a small group of partners will conduct a case file mapping exercise, members of the RSCB are taking part in this exercise.
- Results from a survey of partners – a wide range of partners will complete a self-evaluation questionnaire
- A timetable is required for the challenge team detailing all interviews and visits taking place during the challenge week

The LGID will convene a team to deliver the challenge representing a variety of backgrounds and expertise from an integrated children's sector, typically comprising of: Director of Children's Services, lead member, operational manager or senior social worker, a NHS manager/practitioner plus the peer challenge manager and analyst (LGID staff). It is intended that the team leader will be Helen Jenner, Director of Children's Services in Barking and Dagenham (who has an Education background)

The council have nominated a Challenge Sponsor (Joyce Thacker – Strategic Director of Children's Services) and a Challenge Organiser (Sue Wilson – Performance and Quality Manager)

8. Finance

The LGID now carry out the peer challenges free of charge, there will however be some costs associated with refreshments etc for the reviewers during the on site week, details will be kept of all costs incurred and to attempts will be made to keep these minimal.

9. Risks and Uncertainties

Clarity in relation to the scope of the review will develop over the coming weeks as part of the development of the Key Lines of Enquiry document. The completed report will be shared with partners involved in the challenge as well as the Department for Education, but will not feed into any formal OFSTED Children's Services Assessments ratings, however it could be used as evidence with OFSTED to demonstrate our continued direction of travel.

10. Policy and Performance Agenda Implications

Although not a mandatory requirement in the letter from Tim Loughton MP in January 2011, there is an expectation that Rotherham take part in a peer challenge and that results are forwarded onto the DfE for their information.

11. Background Papers and Consultation

- Staff briefing note
- Document analysis framework
- Safeguarding / child protection data sheet
- Key Lines of Enquiry for additional areas for challenge

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Rotherham Borough Council Children and Young People's Services

Local Government Group Peer Challenge 3rd to 7th October

Improving safeguarding of children in Rotherham Borough Council

Lord Laming's report "The Protection of Children in England" has re-emphasised that safeguarding is a critical priority for local authorities and their partners who deliver services for children. Following the removal of the Notice to Improve in January we agreed with the DfE that we would explore the opportunity of such a review. To this end the council and its partners have invited a visit from a Local Government Group (Peer Support Team) who are the peer delivery arm of the Local Government Group.

Council Safeguarding Children Peer Challenge

The peer team has been invited by Children's and Young People's Services to conduct a challenge of local safeguarding children services. The challenge is not an inspection-rather it is a supportive but challenging 'critical friend' approach to assist councils and their partners in celebrating their strengths and identifying their own areas for improvement. The key purpose of the challenge is to stimulate local discussion about how the council and its partners can become more effective in delivering improved safe outcomes for children and young people. All members of the team are knowledgeable about, and experienced in, children's services and/or local government. However, in order for the team to be able to effectively evaluate our strength and areas for development they will need our full co-operation.

The Peer Challenge Team

The team will be senior staff and a councillor from other authorities and are:-

- Team Leader
- Member Peer
- Officer Peer
- Health Peer
- Off-site Peer
- Challenge Manager

The Approach

The peer challenge is based on a framework which focuses attention on five themes:

- Outcomes
- Vision, Strategy and Leadership
- Working Together and Local Safeguarding Children Board (LSCB)
- Service Delivery and Effective Practice
- Managing Resources

Whilst on site the team will also be looking at:

- The effectiveness of the delivery and commissioning of early intervention services and the use of CAF , thresholds and effectiveness
- How the council and its partners can learn from and improve the service user experience
- An independent perspective on our approach to improving Key Stage 2 results.
- Review the effectiveness of the multi-agency resource panel in relation to Out of Authority Placements and value for money.

The work

Some work will be undertaken prior to the team's visit. The peer challenge team will study documents, policies and performance information. This will include questionnaires completed by staff, partners etc. A case mapping exercise will be undertaken challenging the success and challenges of inter-agency collaborative work in safeguarding cases.

The team will then come to Rotherham for the week in October. The process begins with a meeting of senior managers from partner agencies, the challenge team will talk to a cross-section of senior officers, elected members, partners and front line staff. This on-site work is a key aspect of the peer challenge process and those interviewed are encouraged to be as open and honest as possible. All information provided will be treated by the challenge team as non attributable.

The team will feed back their observations and recommendations/findings from all the elements of the peer challenge at the end of the site visit and facilitate a workshop around its findings. This will be followed a few weeks later by written feedback that the council will have the opportunity to consider.

When

The challenge team will come to Rotherham on the 3rd to 7th October with a lead in of 8 weeks commencing the 8th August to enable a case audit and a questionnaire to be completed and to develop the timetable for the on-site visit.

Relationship with Ofsted Inspection

The Local Government Group (Head of Safeguarding Programme) notifies Ofsted of the planned challenge in order that Ofsted inspection does not coincide with the peer challenge.

Role of Partner Agencies

The challenge is a real opportunity for candid feedback on how we work together to safeguard and promote the welfare of children. It is important that staff are able to speak freely about their experience of their own agency areas of strength and those in need of development as well as to comment on the effectiveness of interagency working. Operational and senior staff will be invited to take part and it is vital that they are enabled to do so.

If you would like more information about the review, please contact Sue Wilson, Performance and Quality Manager on 01709 822511 or email s.wilson@rotherham.gov.uk

Peer Review Data and Document analysis List

Guidance for document and data analysis

The purpose of the document and data analysis is to:

- Identify areas for the peer review's focus, or further consideration
- Contribute to the "probes" to be outlined in the 'initial thoughts' presentation during the first day of the on-site week
- Support findings of the interviews and visits, and inform the final feedback to the council and partners.

Process

The document and data analysis takes place in week seven – two weeks before the peer review team goes on site. The review manager and an "offsite" assistant director will – during a half-day session – analyse a selection of the council and partners' key documents (from the wider list outlined in Appendix 2 of the methodology). The minimum documents for consideration are:

- Children and Young People Plan (CYPP)
- Local Safeguarding Children Board (LSCB) Business Plan
- Extract from Joint Strategic Needs Assessment
- Joint Area Review or later Ofsted inspection reports
- Local 'working together' and child protection procedures
- Latest inspection reports
- examples of consultation with and feedback from children and young people
- Key data, as supplied by the local authority on the LG Improvement and Development template below.

Analysis should be framed by a range of supporting questions, as set out below.

The final analysis report should be written up by the off site Assistant Director and shared with the peer review team at least one week before the team goes on site.

Document Analysis Framework:

The following framework should structure the document analysis:

Safeguarding Peer Review
Data and Document Analysis Framework

	In place/partially in place/not in place	Evidence/documents
There is a clear vision for children's services		
The vision includes a robust approach to safeguarding children		
The vision is consistent through all council and partner agency documents, from LSP to commissioned services		
The JSNA identifies child protection and safeguarding needs		
Child protection and safeguarding needs identified in JSNA are prioritised in CYPP		
LSCB business plan identifies actions to address child protection priorities		
LSCB business plan and CYPP are compatible		
LSCB business plan is regularly updated and takes account of CYPP		

<p>There is evidence that equalities issues are being championed, and data includes an equalities profile of the community</p>		
<p>CP policies and procedures are regularly updated and are compatible with most up to date guidance from '<i>working together</i>'</p>		
<p>Serious case reviews and reports from the Child Death Panel are sound (and cleared as adequate by Ofsted, where appropriate)</p>		
<p>The CYPP and LSCB business plan demonstrate evidence of learning from Serious Case Reviews and Child Death Panel reports</p>		
<p>Case recording is regularly audited by senior managers</p>		
<p>Overview and Scrutiny have reviewed child protection and safeguarding</p>		
<p>Clear and consistent child protection policies are in place in all schools and provider services</p>		
<p>Data show evidence of continuous improvement</p>		

Data are used in support of prioritisation		
Data is reported to leaders and managers appropriately		
Data exceptions are investigated with appropriate actions		
Other comments/documents seen Plans address priority and other actions identified in Ofsted inspections		
Plans and priorities reflect trends in performance data		

Data Sheet to be completed by the Authority

Referral and Assessment Indicators	2006/7	2007/8	2008/9	2009/10	2010/11	English average (09/10)	Statistical neighbour average (09/10)
Number of referrals in year (7A)	2840	7555	3940	3906	4730	3972	3146
Rate of referrals per 10,000 under 18 (7A)	498	1335	699	698	852	548	630
% Referrals within 12 months of a previous referral (7A)	22	38	34	31	29	N/A	N/A
% referrals which led to initial assessment (7B)	67	29	58	73	92	66	70
Number of initial assessments (7B)	1905	2200	2270	2866	4343	2601	1991
Rate of initial assessments per 10,000 under 18 (7B)	334	389	403	512	782	359	414
% initial assessments completed within 7 days (7B)	80	81	78	75	82	67	66
Number of core assessments (7C)	410	355	325	550	1485	935	637
Rate of core assessments per 10,000 under 18 (7C)	72	63	58	98	267	129	135
% core assessments completed within 35 days (7C)	82	83	85	80	80	72	76
Core as a percentage of initial (7C)	22	16	14	19	34	36	32

Child Protection Indicators	2006/7	2007/8	2008/9	2009/10	2010/11	English average (09/10)	Statistical neighbour average (09/10)
Number S47 enquiries started (8A)	380	430	525	499	740	577	426
Rate per 10,000 S47 enquiries started (8A)	66	76	93	89	133	80	90
% Section 47s which led to initial conferences (8B)	72	70	78	60	62	49	55
Number initial child protection conferences (8A)	275	300	410	301	456	284	233
Rate per 10,000 initial child protection conferences (8A)	48	53	72	54	82	39	51
% conferenced but no child protection plan (8C)	21	26	21	17	24	N/A	N/A
Becoming subject to CP plan during the year rate per 10,000 (9A)	38	39	57	53	72	40	50
% initial conferences within 15 days (8B)	97	96	95	88	91	66	75
Number with CP plan (9D)	145	235	285	279	330	283	202
CP plan rate per 10,000 at 31 st March (9D)	25	41	51	50	59	36	44
Ceasing to be subject to CP plan during the year rate per 10,000 (9C)	31	24	48	54	63	34	43
% CP plan and LAC at 31 st March (9E)	16	17	5	7	2	N/A	N/A
% becoming subject of a CP plan -for the second and subsequent time(11A)	20	17	11	15	9	13	16
% subject of plan within 12 months last plan (11A)	0.46	0	0.62	0	0.25	N/A	N/A
% Child protection cases allocated	97	100	98.6	99.6	99.6	N/A	N/A
% Child protection reviews held on time (13)	100	100	100	100	100	97	98
% with plan for over 2 years (ceasing CPP NI 64)	4	5	5	4	5	6	5

Scope	Suggested Focus	Key Stakeholders/ Interviewees	Context/Current Position
<p>Early Intervention Services and use of CAF</p>	<p>Effectiveness of delivery including commissioned services</p> <p>Are thresholds understood and consistent?</p> <p>Is Common Assessment Framework (CAF) embedded?</p> <p>How effective is CAF?</p>	<p>Jenny Lingrell Jo Lees Howard Woolfenden Terry Irvine Bev Finlay Mary Smith</p>	<p>Rotherham’s Prevention & Early Intervention Strategy (P&EI) was launched in April 2010. It recommends a partnership approach that moves away from crisis response to early identification and support for problems as they arise. This approach is supported by the evidence cited in two recent independent reviews, Frank Field’s <i>‘The Foundation Years: Preventing Poor Children Becoming Poor Adults’</i> and Graham Allen’s review, <i>‘Early Intervention: The Next Steps’</i>.</p> <p>Evidence: Trust Board Report Family Recovery/100 families</p> <p>2. P&EI Summary</p> <p>The use of CAF in Rotherham has developed significantly in the last 18 months with more and more agencies engaging with the processes. 904 CAFs were registered in 2010/11 compared with 425 in 2009/10. All CAFs registered with the team have the presenting needs of children and families recorded and monitored. Reviews of delivery plans are monitored to track the progress and outcomes achieved via the CAF process and systematically recorded. Schools are the largest initiators of CAFs. 249 in 2010/11, 141 in 2009/10 and 117 in the first 4 months of 11/12. The voluntary sector is a major CAF user and many have based their delivery and review systems around the framework. Use of pre-CAF by adult services including drug and alcohol services – identifying where adult clients have children in the home and securing consent for support from the children’s workforce. CAF support pathways have been developed for specific targeted groups including; families where domestic abuse is reported that does not meet the threshold for social care intervention, children and young people who go missing and young people at risk of homelessness</p> <p>Pre-birth. Only a handful of CAFs are registered pre-birth.</p>

			<p>The systematic review of CAFs via Team Around the Child (TAC) processes. The team are focussing on ‘chasing’ professionals to ensure that reviews are being held and outcomes recorded and reported.</p> <p>Seamless transition between CAF and statutory services at key points including: post Initial Assessment and de-escalation via CAF following social care intervention.</p> <p>Supporting primary schools in particular to manage their CAF workload.</p> <p>Some agencies/ schools/ services still remain reluctant to engage with CAF processes.</p> <p>Evidence: CAF Outcomes report</p> <p>Family Nurse Partnership (FNP) Wave 5 agreed TRFT (Rotherham Foundation Trust) and commissioned by NHS Rotherham. Commences October 2011, National programme for teenage mothers and their infants. Delivers an intensive programme of health and welfare up to the age of 2 years. Project Manager and FNP Supervisor in post.</p> <p>As part of the Prevention and Early Intervention work some elements of Parenting Services are commissioned from the voluntary sector including Grow, Mind and Homestart.</p> <p>The understanding of thresholds of intervention across partner agencies has had a positive impact on the number of social care referrals which progress to initial assessments.</p> <p>Impower (a consultancy firm) have been commissioned to carry out a review of Early Years of which one of the objectives is to understand the contribution of the service to early intervention outcomes and to ma the early intervention activity between the broader CYPS.</p> <p>The Family Recovery Programme will work with a cohort of ‘resource intensive families’ who are ‘stuck’ in a cycle of persistent and often negative engagement with multiple agencies.</p> <p>The intended outcomes of the Family Recovery Programme are:</p>
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			<ul style="list-style-type: none"> • To work with the identified families to break the cycle of negative engagement with public services and overcome barriers to positive engagement. • To provide families the support they need to improve the quality of their lives. Specific outcomes will be developed once the families have been identified; these are likely to include, avoiding eviction, preventing children becoming looked after, improved school attendance, reduction in anti-social behaviour, addressing alcohol and drug abuse, improved relationships and a consequent reduction in domestic violence. • To achieve best use of resources including achieving significant cash savings (short term) and cost avoidance (long term). (Further details included under financial implications).
<p>Education</p>	<p>Our approach to improving key stage 2 results</p>	<p>Governors Head Teachers School Effectiveness Cabinet Members School Effectiveness Service Governor Services</p>	<p>Key Stage 2 SAT results in 2011 show that out of the 13 Primary schools which were below all of the three measures in relation to the floor standards in 2010, 10 are now above the floor standards in 2011. The remaining 3 schools remain below the floor standards, one for a second year and the other for a third year in 2011. Of the 4 schools in an Ofsted category that were under the floor standards in 2010, 3 are now above in 2011. In 2011 Key Stage 2 performance shows a 2.5% increase in the percentage of pupils achieving L4+ in both English and Maths, when compared to Rotherham Primary schools' performance in 2010. Although performance has improved it is still not at a fast enough rate to keep up with statistical neighbours or national.</p> <p>Evidence: Reports to SLT/Members/Performance Clinics</p> <p>Rotherham School Improvement Partnership (RSIP) is led by schools, for schools, with a Strategic group of headteachers responsible for decisions about improvement priorities. It aims to capitalise on the development of a collaborative infrastructure which connects all partners and learning communities (LCs) to the Teaching School Alliance (TSA), National Leaders of Education (NLSs), Local Leaders of Education (LLEs)and Academy Chains in order to significantly improve KS2 outcomes. Essentially there will be a much greater focus on what is happening in all KS2 classrooms for all learners, and challenging the actions leaders and practitioners are taking to ensure that learners are making sufficient progress, from KS1 to KS2 and in early KS2 in particular. School leaders will work</p>

			<p>alongside peers, Consultant Head Teachers, LLEs and NLEs to accurately evaluate the quality of provision and offer the necessary challenge where provision is not leading to high levels of attainment and progress. The connection and signposting of strengths and expertise from within the TSA and across the wider partnership and School Effectiveness Service will be a vital source of support in meeting the objectives. School Effectiveness will provide the key support infrastructure and project management in particular around Key Stage 2 improvements.</p> <p>Schools Causing Concern will be reviewed over the next two months with 7 being subject to a detailed review, Head Teachers and Governors will attend the Schools Causing Concern meetings chaired by the Director of Schools and Lifelong Learning</p> <p>Evidence: reports from schools causing concern meetings</p> <p>The School Effectiveness Service engages with schools and Learning Communities via consultant headteachers. The core purpose of the consultant headteacher is to deliver on the Rotherham School Improvement Partnership mission:</p> <ul style="list-style-type: none"> • All students making at least good progress • No underperforming cohorts • All teachers delivering at least good learning • All schools moving to at least the next level of successful performance <p>Details of how this works in practice are outlined in the document (16.1) Consultant Headteacher role.</p>
<p>Customer Insight</p>	<p>User involvement in service improvement Consultation and feedback</p>	<p>Zoe Burke Pip Wise Lisa Duvalle Lynne Grice-</p>	<p>There is a customer focused culture throughout CYPS and methods of measuring satisfaction and consulting with customers are embedded in different services. Ofsted has judged CYPS as being good at involving children and young people in the planning and reviewing of services. Consultation feedback is used to shape services, recent example</p>

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	Complaints	Saddington	<p>of this being the development of the Long Term LAC Service.</p> <p>The wishes and feelings of children and young people are fully considered within assessments and are appropriately taken into account in the formulation of plans. Assessments are undertaken for children based on their needs. One to one meetings and observations are undertaken with young people, parents, carers and significant others to understand the needs of children. Contact is also made with various agencies to understand the needs of individual young people.</p> <p>Evidence: Independent Reviewing Officer Template</p> <p>The Safeguarding Team encourages children to attend case conferences – they have developed questionnaires for parents, children and professionals to greater understand their issues and needs. Case Conference Chairs will meet with parents before the conference to make sure their needs are met during conference.</p> <p>Evidence: Case Conference Survey Report</p> <p>Children and Young People’s Plan 2010/13 – Significant consultation undertaken with children and young people including; face-to-face interviews and meetings, focus groups, local media and postal surveys, initially based on the 17 existing priorities.</p> <p>Evidence: Children and Young Peoples Plan 2010-13 – Consultation Report (Need electronic version)</p> <p>Children and Young People Services continue to demonstrate a commitment to improve performance in dealing with complaints from children and young people and their families, within legislative timescales. Since 2008 we have seen a year-on-year increase, equating to 90.9% increase, in the number of complaints received; whilst the number of people making complaints has remained relatively consistent. This is evidential of the increased complexity of complaints received and also a commitment to record accurately, individual complaint points and ensure that complaints are thoroughly investigated and responded to.</p> <p>Children and Young people making complaints are contacted by officers by letter or</p>
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			<p>telephone to discuss their complaint and when their complaint is concluded to ensure that they are satisfied with the outcome.</p> <p>There is future work planned to consult with children with disabilities to address how they can easily make complaints and representations. Evidence: Complaints Annual Report 2010/11</p> <p>Rotherham Charter for Parent and Child Voice originated from parents and children telling us their rich and moving stories of what it is like to be parent and a child in a Rotherham school; building on existing research and consultation. Using four basic principles of care, inclusion, communication and partnership, the Rotherham Charter for Parent and Child Voice is designed as a tool for schools to use for self-improvement. Evidence: Toolkit for Schools and Self-monitoring document and DVD of parental views</p> <p>Consultation with children and young people, their parents and carers was undertaken as part of an exercise to review short break provision that had been commissioned under the Aiming High for Disabled Children (AHDC). Children and young people, their parents and carers were asked for their views about access and their experience of existing short break services and how they could be improved. This information was used to develop a revised Needs Assessment for the next 12 months. Evidence: Aiming High For Disabled Children - Needs Assessment Refresh 2011/12</p> <p>LAC Event The event was to confer with our LAC on the future Looked After Children’s service provision and delivery. These representatives are members of the LAC Council, Care Leavers, Disabled Children (Orchard Stars) and Children who are residing in our local authority Children’s Homes. Evidence: The Event – Introducing the Looked After Children’s Team Booklet (Linda Cawley) and event DVD</p> <p>Looked After Children participating in interviews for new staff. Young people took part in a recruitment exercise to agree suitable questions to be used in</p>
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			<p>interviews and there views on what qualities they would like from a social worker. They were then involved in the interviews. Evidence: (Need evidence from Warren Carratt)</p> <p>Lifestyle Survey - 14 secondary schools in Rotherham took part in the 2011 Lifestyle Survey, with 1,882 pupils completing the survey out of a possible 6,500 (29%). The survey seeks the views of young people on a range of subjects including food and drink, school and bullying. The information produced by the Lifestyle Survey has informed the development of the Children and Young People's Plan, as well as providing information for the Managers of the Children and Young People's Service, NHS Rotherham and the Healthy Schools Team. Evidence: 2011 Borough Wide Report</p> <p>Right2Rights/Orchard Stars — My journey so far etc. information to be obtained from Annette Marshall/ Lynne Grice-Saddington</p> <p>Children's Centres and Early Years Consulation - parents or carer were asked for their views about the current services received through local Children's Centre. Evidence: Parent Satisfaction Responses and DVD</p> <p>Parent/Carer Survey Following Statutory Assessment of Special Educational Needs To ascertain the usefulness and the impact, for schools, of the Local Authority's SEN provision management tool. All schools who requested the Tool within the Borough will be given the opportunity to take part. Evidence: Survey and Analysis Report – Analysis of Survey June 2011</p> <p>Imagination Library - The Imagination Library is a book-gifting scheme, created by Dolly Parton, for under-fives living in Rotherham. Children receive age-appropriate books once a month until they reach their fifth birthday. The books are personally addressed to the child at their home address. Analysis has shown that children accessing the scheme are achieving well in school. Evidence: DVD of parents views of the scheme</p>
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			<p>The Voice & Influence Unit were asked to investigate victimisation amongst Rotherham young people. In response a Victimisation Questionnaire was designed to gather basic information from children & young people around their personal experiences and perceptions of any potential, historical or present victimisation they may have encountered. The questions focussed upon whether the participant had ever been a victim, what types of victimisation they had experienced, who supported them with these issues, what was good or bad about the support they received and finally based upon their own personal experiences what would they suggest was the best kind of help or support for children & young people like themselves.</p> <p>Feedback was gathered from 53 participants who completed the V&I Victimisation Questionnaire across Rotherham. The sample of participants was drawn from young people who attended one or more of the following groups from Rotherham CYPS including International Group, Risky Business, Rotherham LGB Youth Group, Rotherham Youth Offending Services, Safe Havens and the Youth Café.</p> <p>Evidence: Victimisation Report For Rotherham Youth Offending Services</p> <p>The Voice & Influence Unit worked with children and young people of Rotherham to inform the Prevention and Early Intervention Strategy. The Voice & Influence Unit coordinated and supported multi-agency working with 177 children and young people from a diverse range of 17 groups from across Rotherham. The Voice & Influence of these children and young people created the key Principles and key Messages for the Prevention and Early Intervention Strategy.</p> <p>Evidence: Voice & Influence Consultation for Prevention & Early Intervention Strategy October 2010</p> <p>The Voice & Influence Unit engaged 55 young people from within the criminal justice system to actively participate in the voice & influence process, contributing feedback to Rotherham Youth Offending Services.</p> <p>From these 55 young people, 40 individuals actively participated in providing feedback of</p>
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			<p>their experiences of the YOS during group workshops, 1:1 contacts, and informal interviews between October 2010 and March 2011 inclusively. Recommendations for the improvement of the YOS are drawn from the analysis of young people’s feedback. Evidence: Voice & Influence Young Person’s Feedback Report April 2011</p> <p>11 Million Takeover Day – Voice and Influence - In Rotherham, young people from the Youth Cabinet and the Looked After Children Council this year attended a Rotherham Local Safeguarding Children Board meeting to give their input into issues around young people safety. Before that in the morning they did some 'getting to know you' activities with councillors before 'taking over' the Council's Performance and Overview scrutiny Committee which focused on the work of the Looked After Children's Council, as well as work by Youth Cabinet Members around the use of libraries by young people. Evidence to follow</p> <p>Peer Evaluation of Rotherham Young Peoples Services – Voice and Influence Young people trained to evaluate services in Children and Young People’s Services Evidence to follow</p> <p>TRFT Community Services have produced a Complaints and Compliments leaflet specifically for children and young people Evidence: Leaflet</p> <p>The LSCB have just been complimented by Ofsted on the SCR Overview Author and Business Manager seeking the view of the family regarding the care provided to Child S Evidence to follow</p>
<p>Out of Authority Placements/VF M</p>	<p>Review the effectiveness of the multi-agency support panel</p>	<p>Howard Woolfenden Multi Agency Support Panel</p>	<p>Strengthening of the Multi-Agency Resource Panel has reduced the number of current independent residential placements from 21 to 14 since 1st April 2011 Cost avoidance of placements through the panel equates to £1,941,808.51 Negotiation with external providers to achieve reduced fees equals cashable</p>

			<p>savings of £562k against a target of £700K by December 2011</p> <p>An Early Intervention & Prevention Fund bid has been agreed to increase the numbers of Foster Carers in Rotherham through dedicated work and marketing Collaborative work with Supporting People to fund a floating support to young people Leaving care to enable them to maintain their accommodation and not become Homeless</p> <p>Collation and analysis of all contracts across the authority with the VCS to reduce Duplication and achieve efficiencies</p> <p>Development of a framework approach for Independent Foster Agencies (IFAs) to reduce Number of providers from 18 – 3 -4 in order to leverage the market and reduce costs</p> <p>Development of a block contract for the step-down programme to support LACs who Require a higher level of support. This provides a discounted fixed price delivering Efficiencies and certainty of placement availability. Cashable efficiencies of £70,000 per Annum are projected.</p> <p>Looked After Children placed out of area health assessments monitored are by agencies locally. Agreement on reciprocal health assessment arrangements was sought regionally by Andy Buck with the other PCT Chief Executives.</p> <p>Evidence: Strategic Health Authority Minutes, local monitoring papers for NHSR, Local Safeguarding Children’s Board (LSCB) and Corporate Parenting</p>
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Peer Challenge**Glossary of Terms**

AHDC	Aiming High for Disabled Children
CAF	Common Assessment Framework
CP	Child Protection
CPP	Child Protection Plan
CYPP	Children and Young People's Plan
DfE	Department for Education
FNP	Family Nurse Partnership
IFA	Independent Foster Agencies
JSNA	Joint Strategic Needs Assessment
KLOE	Key Lines of Enquiry
LAC	Looked After Children
LC	Learning Communities
LGB	Lesbian, Gay, Bisexual
LGID	Local Government and Development
LLE	Local Leader of Education
LSCB	Local Safeguarding Children's Board
NHSR	NHS Rotherham
NLE	National Leaders of Education
RSCB	Rotherham Safeguarding Children's Board
RSIP	Rotherham School Improvement Partnership
S47	Section 47 enquiry
SCR	Serious Case Review
SEN	Special Educational Needs
TAC	Team Around the Child
TRFT	The Rotherham Foundation Trust
TSA	Teaching School Alliance
VCS	Voluntary, Community Sector
YOS	Youth Offending Service

ROTHERHAM BOROUGH COUNCIL – REPORT

1.	Meeting:	Self-Regulation Select Commission
2.	Date:	15 September 2011
3.	Title:	Update from on performance reporting – feedback from Member’s working group
4.	Directorate:	Chief Executive’s All wards

5. Summary

At its last meeting of 21 July, 2011, this committee agreed that a Sub-Group, led by Councillor Ellis along with Councillors Atkin, Currie and J. Hamilton be established to review the format of future performance data. This report summarises the discussions and seeks the views of the Select Commission on the recommendations of the working group.

6. Recommendations**That the Select Commission:**

- a. **Gives its views on the draft format attached as Appendices 1 and 2**
- b. **Considers how it wishes to undertakes detailed scrutiny of areas for improvement.**

7. Proposals and Details

The working group met on four occasions to discuss how performance information is reported and how this can be used by Members to provide constructive challenge and scrutinise corporate performance effectively.

This report outlines the working group's preferred reporting format and seeks the views of the wider Select Commission on how performance issues are scrutinised.

7.1 Summary of discussions

The new reporting format is based on the twenty nine priority areas outlined in the Corporate Plan. The working group discussed with officers the rationale behind each of the targets and offered suggestions where measures could be improved or where a greater level of detail was required (for example, demonstrating how levels of deprivation or inequalities are being addressed through specific initiatives in different parts of the Borough). These suggestions have been incorporated, are being considered, or have informed other pieces of work.

The Members requested that the following areas be addressed:

- Information should be in 'plain language' and accessible;
- Key areas of under-performance, length of time area had been deemed to 'red', direction of travel, trends, should be easy to identify;
- Clear timeline of when the report had been to SLT/ Cabinet Member and Cabinet and what actions and recommendations had been taken at each stage;
- Clarity about what 'success looks like' (have we achieved what we've set out to) and whether value for money has been secured;
- How members could unpick each of the priorities in terms of understanding the 'bigger picture' and what sits beneath each of the headlines.

7.2 Reporting Format

On the basis of discussion with members, officers in the Performance Team have refined their performance reports. These were presented to the working group on 6 September, 2011 and received member support. Members welcomed the consistency in approach to service planning and performance reporting, linking it to the wider Corporate Plan.

- It is suggested that an overview or 'high level' performance report is submitted on a quarterly basis (with more detailed information available as necessary). A draft format is submitted for consideration as Appendix 1. Quarter 2 will be submitted to the meeting of 8 December, 2011, adopting the preferred format.
- More detailed work has been undertaken on the compilation of 'scorecards' (example attached as Appendix 2). This will provide greater detail on each of the twenty nine corporate priorities and can be used by members to look at specific areas in more depth. These will be stored on the Council's intranet and available to members to download.

- The scorecards are also linked to Service and Team Plans which detail the broader work of Directorates to support the delivery of the Corporate Plan. These, together with Directorate “Plans on a Page”, identify the key contributions and ownership within each Directorate to delivery of the high level outcomes. These documents will also be available on the intranet.
- There was a consensus among the working group that the high level report could trigger further investigation of areas of poor performance by exception. This further work could be undertaken by the full Commission or referred to a smaller sub-group to address, with support from relevant officers from the Performance Team and Directorates as appropriate. The Commission’s views are sought on these options.
- As with the previous scrutiny system, areas of concern or improvement may lead to an in-depth investigation by this body or a referral to another select commission for further scrutiny.
- Members will be aware that the Local Government Association is developing the ‘Knowledge Hub’; a website that will hold performance information on comparator authorities. This is still in development but is hoped will be a useful tool for members. Training sessions will be offered to roll this out to members in due course.

8. Finance

There are no financial implications directly related to this report. However, recommendations from the Select Commission may have financial implications if adopted. This would require further exploration by the Strategic Leadership Team on the cost, risks and benefits of their implementation prior to Cabinet decision.

9. Risks and uncertainties

- It is recognised by the working group that the reporting format is ‘work in progress’ and may be subject to further change as appropriate.
- Failure to have a strong overview and scrutiny function which is focused on holding the local authority to account for poor performance or poor practice may undermine the Council’s credibility for self regulation.

10. Policy and performance information

Overview and Scrutiny has an emerging role in the Local Government Group ‘self-regulation’ agenda, linked to self-assessment, performance improvement and facilitating wider accountability and openness. The Centre for Public Scrutiny is developing a toolkit for members.

Done well, scrutiny is not just an inward looking activity but brings a wider perspective from customers and other benchmarks. It can also ensure that the Council focuses on the priorities which the community has called on it to adopt, making the best use of resources.

11. Background Papers and Consultation

Minute 5, Self Regulation Select Commission, 21 July 2011

Meetings held with

- Matt Gladstone, Director of Policy, Performance and Commissioning
- Deborah Fellowes, Scrutiny and Policy Manager
- Richard Garrad, Performance And Quality Manager
- Lorna Kelly, Performance Officer
- Michael Holmes, Policy Officer

Contact Name:

Caroline Webb, Senior Scrutiny Adviser caroline.webb@rotherham.gov.uk
Tel: (01709) 822765

ROTHERHAM BOROUGH COUNCIL – DRAFT REPORT TO MEMBERS
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1.	Meeting:	
2.	Date:	
3.	Title:	Corporate Plan - Performance Report
4.	Directorate:	Chief Executive's - Commissioning, Policy & Performance

5. Summary

This report provides analysis of the Council's current performance on the 29 key delivery outcomes contained within the Corporate Plan. It is a position statement based on available performance measures together with an analysis of progress on key projects and activities which contribute to delivery of the plan.

The current position is:

Red	-- outcomes requiring major intervention at SLT level
Amber	-- outcomes requiring intervention at Directorate level
Green	-- outcomes requiring no intervention at this time

6. Recommendations

Recommendation to be listed here

Appendix 1

7. Proposals and Details

7.1 Approach

This performance report provides analysis of the Council's current performance on the **29 key delivery outcomes** contained within the Corporate Plan. The "scorecard" approach agreed by SLT in March 2011 has been adopted which rates achievement against delivery of the outcomes as follows:

Red	Not meeting targets; adverse DOT; actions giving cause for concern; requires major intervention by SLT level.
Amber	Slight variation from targets; some actions behind program; requires minor intervention Directorate level.
Green	Meeting or exceeding targets; actions progressing well; no intervention required at this time.

Assessment is based on data currently available for:

- Indicators/targets
- Customer perception
- Progress against key actions and outcomes
- Status of financial and operational risks

This report provides comprehensive detail for those outcomes rated as Red identifying the key issues affecting performance together with recommendations for improvement and any corrective actions to be taken.

Additionally:

Appendix 1 – A detailed summary of performance for the high level quantitative measures across all outcomes.

Appendix 2 - A brief summary of "performance highlights and achievements" is across all outcomes.

Appendix 3 - A summary of "outcomes rated Amber" and the actions being taken at Directorate level.

This report is supplement by outcome scorecards which provide the underpinning information for all 29 corporate plan outcomes providing details of:

- Performance data for the agreed high level measures (What success looks like)
- Performance data for other local measures (Where we need to make a difference)
- Narrative around the key delivery projects detailed in Directorate / Team Plans
- Qualitative Information
- Emerging and Ongoing Risk

These can be found at: [Insert the link to the intranet site here](#)

7.2 Corporate Plan Score Card – July 2011

Our Vision for Rotherham is:	Rotherham is a prosperous place and Rotherham people have choices and opportunities to improve the quality of their lives. Rotherham communities are safe, clean, and green where everyone enjoys a healthy and active life.									
The most important things that we do are:	Making sure no community is left behind.		Providing quality education; ensuring people have opportunities to improve skills, learn and get a job.		Ensuring care and protection are available for those people who need it most.		Helping create safe and healthy communities.		Improving the environment.	
What we want to achieve is:	01	Fewer children are living in poverty. <i>Joyce Thacker</i>	06	More people have formal qualifications and skills. <i>Dorothy Smith</i>	13	All children in Rotherham are safe. <i>Howard Woolfenden</i>	18	People feel safe where they live. <i>Dave Richmond</i>	24	Rotherham is prepared for present and future climate change. <i>Ian Smith (David Rhodes)</i>
	02	Everyone can expect to live longer lives, regardless of where they live. <i>John Radford (NHS)</i>	07	There are more successful new businesses. <i>Paul Woodcock</i>	14	Vulnerable people are protected from abuse. <i>Shona McFarlane</i>	19	Anti social behaviour and crime is reduced. <i>Dave Richmond</i>	25	Clean streets. <i>David Burton</i>
	03	The gap in average earnings is reduced. <i>Paul Woodcock</i>	08	More people come to the Town Centre for work, shopping and for things to do and see. <i>Paul Woodcock</i>	15	People in need of support and care have more choice and control to help them live at home. <i>Shona McFarlane</i>	20	People are able to live in decent affordable homes of their choice. <i>Dave Richmond</i>	26	Safer and well maintained roads. <i>David Burton</i>
	04	Less people struggle to pay for heating and lighting costs. <i>Dave Richmond</i>	09	More people are in work or training and less are living on benefits. <i>Paul Woodcock</i>	16	People in need get help earlier, before reaching crisis. <i>Simon Perry / Shona Mcfarlane</i>	21	More people are physically active and have a healthy way of life. <i>David Burton</i>	27	Reduced CO2 emissions and lower levels of air pollution. <i>Ian Smith (David Rhodes)</i>
	05	More people in our poorest communities are in work and training. <i>Paul Woodcock</i>	10	All 16-19 years olds are in employment, education or training. <i>Dorothy Smith</i>	17	Carers get the help and support they need. <i>Shona McFarlane</i>	22	People from different backgrounds get on well together <i>Matt Gladstone</i>	28	More people are recycling. <i>David Burton</i>
			11	Babies and pre school children with a good start in life. <i>Joyce Thacker</i>			23	People enjoy parks, green spaces, sports, leisure and cultural activities. <i>David Burton / Paul Woodcock</i>	29	More people are cycling, walking or using public transport. <i>Paul Woodcock</i>
			12	Higher paid jobs. <i>Paul Woodcock</i>						

Appendix 1

Changes in Performance since the last report in March 2011:

The RAG rating of -- outcomes has been amended since the report in March.

Outcome 04 – Less people struggle to pay for heating and lighting costs
 – now rated Green (previously unrated)

Outcome 09 – More people are in work or training and less are living on benefits
 – now rated Amber (previously Red)

Outcome 17 – Carers get the help and support they need
 – now rated Green (previously Amber)

Outcome 18 – People feel safe where they live
 – now Green (previously Amber)

Outcome 21 - More people are physically active and have a healthy way of life.
 - now Amber (previously Green)

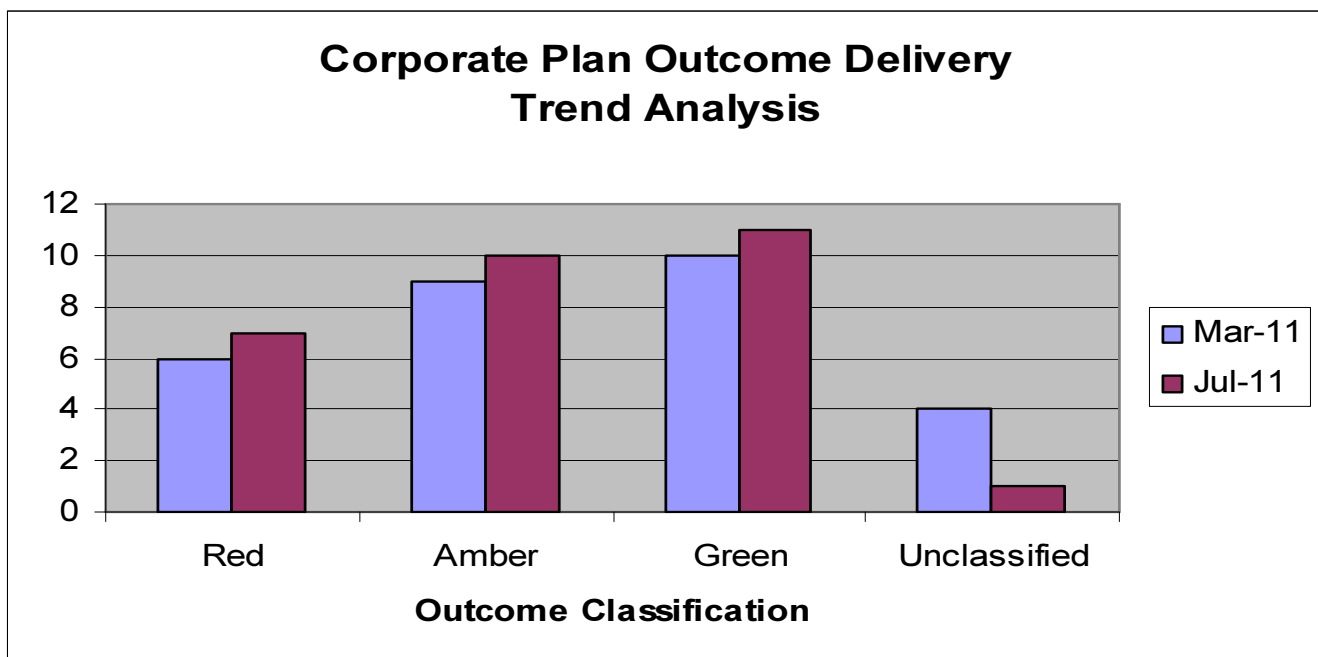
Outcome 22 - People from different backgrounds get on well together
 - now rated Red (previously unrated)

Outcome 25 – Clean Streets
 - now Amber (previously Green)

Outcome 27 - Reduced CO2 emissions and lower levels of air pollution.
 - now green (previously unrated)

Outcome 29 - More people are cycling, walking or using public transport
 – now rated Red (previously unrated)

Insert chart here to demonstrate the changes in outcome ratings



Appendix 1

7.3 Corporate Plan Exception Report – July 2011

For all outcomes rated as red the following level of detail will be extracted from scorecards and given in the following format

Priority 2- Providing quality education, ensuring people have opportunities to improve skills, learn and get a job

09) More people are in work or training and less are living on benefits

Performance Data (High Level):

Ref	Indicator Title	Good Performance	10/11 Actual or baseline	Freq. of Reporting	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target	DOT
X NI 151	Overall employment rate	High	68.2% (Sept 10)	Quarterly	68.4% (Dec 10)				TBA	↑
X NI 153	Working age people claiming out of work benefits	Low	15.8%	Quarterly	15.6%				TBA	↑
LPI	The number of people in Rotherham participating in further education and skills	High	24,760 (Autumn 2010)	Annually	N/A				TBA	N/A

Performance Data (Other Measures):

Ref	Indicator Title	Good Performance	10/11 Actual or baseline	Freq. of Reporting	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target	DOT
LPI	Increase the number of jobs available to Rotherham People - % change in the number of employee jobs available in the borough from previous year (annual measure)	High	99,600 (2008)	Annual (December)	-4.1% (2009)				N/A	↓

Key Delivery Projects:

This section will have an update on the key projects assigned to this outcome

- a) **ERDF funded Enterprising Neighbourhoods Project and Employability Programme -**
As at the end of June 2011 the project has more than exceeded our expectations. 306 new businesses have been created compared to a profiled 107 (to December 2011). 359 new jobs have been created and 374 jobs safeguarded as a result of this project.
- b) **Get people back into employment through working with private sector organisations as part of “Work Programme” -** Work has now commenced with Serco and A4E to deliver Work Programme, the Government’s initiative for getting people back into employment. Both organisations are contracted with DWP to set targets for Rotherham and the council is actively working with A4e on the implementation. Reports on performance will be submitted to the work and skills board in August 2011.

Qualitative Information: Case study details to be included here.

Risks: Details of risks associated to delivering outcomes as per the risk register

7.4 Proposed Developments

This section will outline any proposed developments with the monitoring of the corporate plan and the format of performance reporting.

7.5 Ownership of the Corporate Plan

This section will inform of any changes in ownership to the corporate plan outcomes as a result of structural changes etc..

A small working group is currently looking at ways in which to raise awareness and ownership of the corporate plan amongst other stakeholders including members, council officers and customers.

8. Finance

The current round of service reductions may impact on the Council's ability to deliver all the key objectives set out in the Corporate Plan. An on going review of key tasks and targets will be required in the light of the changed financial and staffing resources. The potential for under performance as a result of budget reductions highlights the importance of integrating performance, risk and financial reporting.

In time this section will detail the financial implications with some outcomes

9. Risks and Uncertainties

10. Policy and Performance Agenda Implications

This report assesses the progress being made in delivering the outcomes of the key policy and performance agendas as set out in the Council's Corporate Plan.

11. Background Papers and Consultation

The performance data contained within this report has been provided by Directorates following approval from their Directorate Management Teams.

Contact Names :

Appendix 1 – Insert High Level Outcomes Scorecard Here (A3 Version)

Appendix 2 – Performance Highlights and Achievements

Following an analysis of scorecard information this section will list of performance highlights and achievements by outcome.

Example:

Outcome	Achievement
Outcome 4 – Less people struggle to pay for heating and lighting costs	<p>Since the 1998 baseline the there has been a 38.3% energy saving per household.</p> <ul style="list-style-type: none"> • In Social Housing as part of a programme with CERT we have: <ul style="list-style-type: none"> - Installed loft installation to 13,000 properties saving residents a total of £1,040,000 and 2,730,000Kg of CO₂. - Filled 15042 cavities saving residents a total of £171,600 and d 8,423,520Kg of CO₂ - Provided external cladding to 23 properties saving householders £8,855 and 43.7 T of CO₂ • In Private Housing we have delivered: <ul style="list-style-type: none"> - 780 loft installations with £390, 00 savings householder £62,400 and 163,800Kg C02 - 1560 Cavity wall insulations saving householders £171600 and 873,600Kg C02. • The Technology Strategy Board Retrofit For The Future, Wath Road project involved installing a number of systems fitted including external / internal wall insulation , Bio Mass boilers, and PV and Solar thermal to eight properties and has resulted in 15% estimated savings in bills.
10 - All 16-19 year olds are in employment education or training	The 2010/11 outturn figure for 16 to 18 year olds who are not in education, employment or training (NEET) was 6.7%, exceeding the target of 7.1% set for March 2011.
18 – People feel safe where they live	The latest Your Voice Counts Survey shows that 29% of residents believe that the overall level of crime is a problem in their, down from 30%. This is continuing a downward trend as previous results were at 35%.

Appendix 3 – Outcomes Rated Amber

For all outcomes rated as Amber just the key extracts which need intervention at Directorate level need to be highlighted in the following format...

02) Everyone can expect to live longer lives, regardless of where they live.

Performance Data (High Level):

Ref	Indicator Title	Good Performance	10/11 Actual or baseline	Freq. of Reporting	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Target	DOT
LPI	Life Expectancy at birth (Males)	High	76.7 yrs (November 2010)	Annual	N/A					
LPI	Life expectancy at birth (Females)	High	80.7 yrs (November 2010)	Annual	N/A					

Life expectancy is measured on a 3 year rolling average and the latest data relating to 2007-2009 demonstrates within Rotherham life expectancy of males within the borough is 76.6 years and 80.7 years for females. This is below both the national and regional averages for both males and females.

Life expectancy information is available at ward level and illustrates a trend between life expectancy and deprivation. The Life Expectancy of males in the most deprived areas males can expect to live to 72 years. In the least deprived areas they can expect to live to 81 on average. Life expectancy for females has a slightly less direct relationship with deprivation but follows a broadly similar trend.

The table below illustrates the life expectancy for the top five deprived areas and the five least deprived.

SOA	Life Expectancy Males in years	Life Expectancy Females in years	Life Expectancy in years	Deprivation Rank
East Herringthorpe North	72.1	76.0	70.4	1
Canklow North	68.8	73.0	70.9	2
Eastwood East	75.3	73.9	74.6	3
Town Centre	71.3	79.4	75.4	4
East Dene East	73.8	76.0	74.9	5
South Anston East	79.4	98.1	88.8	162
Herringthorpe East	81.7	83.5	82.6	163
Aston East	82.5	84.4	83.5	164
Kiveton Park South & Harthill North	84.4	88.1	86.2	165
Wickersley South	80.4	79.4	79.9	166

Key Delivery Projects:

Work is ongoing with partners to ensure people in the borough can expect to live longer in our deprived areas includes:

Appendix 1

- Breast Buddies – offers breast feeding peer support based in Children’s Centres
- Family Support Outreach Workers - offering intensive support for vulnerable families through the Children’s Centres
- Health Start – vitamins for pregnant and post natal women and their children from 6 months to 4 years
- Healthy Eating projects – including Maltby Chefs
- Drug and Alcohol initiatives - drug and alcohol issues are being addressed with BME groups in Eastwood area
- Elderly people who fall – targeting areas where evidence based exercise programmes are offered (the Otago programme)
- Rotherham Health Trainers - offering free and confidential support advice to people wishing to make a behavioral or lifestyle changes. They currently cover 70% of Rotherham’s deprived areas.

The Public Health Annual Report currently before elected members outlines further life course projects which reflect the recommendations of the Marmot Review.

Qualitative Information: Case study details to be included here.

Risks: Details of risks associated to delivering outcomes as per the risk register.

What the Scorecard Contains

The purpose of the scorecard is to provide a comprehensive story of the council's contributions to each of the corporate plan outcomes. This scorecard approach will not only provide an audit trail of activity but will also inform and self assessments which the authority are required to provide to Government departments.

Ownership

This section simply highlights the outcome description and who is the outcome owner. All outcomes are owned at Director level. The section also provides an ongoing record of the RAG status for the outcome, demonstrating the changes in RAG status over time.

Section 1 - Agreed High Level Measures

This section provides performance data relating to all the high level measures that have been identified, following a comprehensive mapping exercise across all Directorates. These are the measures which will help inform us "what success looks like".

The section also provides details of:

- The responsible manager
- The data source
- Frequency of reporting
- Whether good is high or low
- Ongoing performance and target information and Direction of Travel

Work is currently ongoing to obtain target data for these measures by a group of Performance and Quality Officers. Additionally comparator data will be more readily available once the datahub is available.

Section 2 - Other Local Measures

In our corporate plan a set of key actions detailing "where we need to make the most difference". Measures have also been assigned to each outcome through the mapping exercise to accompany the high level measures.

Section 3 - Key delivery projects

This section provides a narrative update on the key projects that are detailed in directorate / team plans which align to each corporate plan outcome. This information will provide additional evidence to support the RAG status judgements.

Historically this type of information has not been including in performance reporting but is a good method of demonstrating the "golden thread" and alignment of plans and demonstrating the actions being taken against each outcome area.

Section 4 - Qualitative Information

It is recognised that performance data alone does not give a holistic picture of performance. This section aims to provide qualitative information relating to the outcome.

This could be through analysis of complaints, surveys, mystery shopping results and the use of case studies. Work is ongoing through the corporate working group to strengthen arrangements for obtaining this data.

Section 5 – Emerging and Ongoing Risk

This section will provide details of any risk (which should be on Directorate risk registers) aligned to these outcomes. In time this will also include financial risks etc.

Section 6 – SLT and Member Actions

This section aims to track where any actions arising in relation to the outcome through the corporate reporting process providing details of the date, detail of the action and the action that has been taken subsequently.

DRAFT - Corporate Plan Scorecard

Outcome	Outcome Description	Outcome Owner	Cabinet Member Portfolio
9	More people are in work or training and less are living on benefits	Paul Woodcock (EDS)	

RAG Status	March 2011 (Baseline)	July 2011 (Period 1)						

1) Agreed High Level Measures - "What success looks like"

Ref	Measure	Responsible Manager	Source Data		Actual Baseline or 10/11 outturn	Selected Comp'tor*	Target 11/12		July 2011 Report (Period 1)	Nov 2011 Report (Period 2)	Period 3	Period 4	Projected Outturn	Performance Commentary
EDS xx (x NI 151)	Overall employment rate	Simeon Leach	Source	ONS	68.2% (Sept 2010)	N/A	To be agreed	Actual	68.4% (Dec 2010)					
			Frequency	Quarterly				On Target	N/A					
			"Good" is	High				DOT	↑					
EDS xx (xNI 153)	Working age people claiming out of work benefits	Simeon Leach	Source	ONS/DWP	15.8%	N/A	To be agreed	Actual	15.6% (Feb 2011)					
			Frequency	Quarterly				On Target	N/A					
			"Good" is	Low				DOT	↑					
LPI	The number of people in Rotherham participating in further education and skills (aged 16 onwards)		Source	HEFCE	24,760 (Autumn 2010)	N/A	To be agreed	Actual	N/A					
			Frequency	Annually in Autumn				On Target	N/A					
			"Good" is	High				DOT	N/A					


2) Other local measures - "Where we need to make the most difference"

Ref	Measure	Responsible Manager	Source Data		Actual Baseline or 10/12 outturn	Selected Comp'tor*	Target 11/12		July 2011 (Period 1)	Nov 2011 (Period 2)	Period 3	Period 4	Projected Outturn	Performance Commentary
A	Increase the number of jobs available to Rotherham People - % change in the number of employee jobs available in the borough from previous year (annual measure)	Context measure	Source	Business Register and Employment Survey via ONS	99,600 (2008)	N/A	N/A	Actual	-4.1% (2009)					The number of employee jobs reduced from 99,600 in 2008 to 95,500 in 2009. The next set of performance data for this measure will be available in December 2011 and will represent 2010 figures.
			Frequency	Annual (December)				On Target	N/A					
			"Good" is	High				DOT	↓					

3) Key delivery projects - "What we will do" (Directorate / Team Plan Actions)

Ref	Project / Programme	Measures of success	Period 1 Narrative	Period 2 Narrative	Period 3 Narrative	Period 4 Narrative
A	Continue to help people in our poorest communities who want to set up new businesses through the ERDF funded Enterprising Neighbourhoods Project and Employability Programme	More new businesses and jobs created in poor communities	306 new businesses have been created compared to a profiled 107 (to December 2011). 359 new jobs have been created and 374 jobs safeguarded as a result of this project.			
B	Get people back into employment through working with private sector organisations as part of "Work Programme"	Targets being agreed as part of the tendering process	Work has now commenced with Serco and A4E to deliver Work Programme, the Government's initiative for getting people back into employment. Both organisations are contracted with DWP to set targets for Rotherham and the council is actively working with A4e on the implementation. Reports on performance will be submitted to the work and skills board in August 2011.			
C	Establishment of an Economy Board	Board established by September 2011	The Rotherham Economy Board has been established, identified a range of priority issues and is developing a work program to address them.			
D	Future Jobs Fund	Number of people helped into employment	Strategic HR has been involved in the creation recruitment and ongoing support to managers of FJF opportunities. This Government initiative targeted at young people (18-24) unemployed for at least 6 months - The project created in March 2010 has resulted in 173 jobs have gone through this scheme (127 in the last year) and 51 people who have gone through the scheme remain in ongoing work.			
E	Access All Areas - Move on To Employment	Number of people helped into employment	Access All Areas - This project commenced in March 2009. 164 placements matched across 11 organisations (64 in the last year) Move on to employment - project for people with a learning disability or severe and enduring mental health condition - 15 people employed to date			
F	Employability Project	Number of people helped into employment	Data for June 2011 shows Employability Project targets are being met with 9 jobs created (target 10 jobs by September 2012) and in excess of 70 jobs safeguarded (target 20).			

4) Qualitative Information - Case Study

 <p>Y:\Business Support Unit\Perfor</p>	<p>The above document outlines cases from people who have worked through the various employability projects that Rotherham MBC have lead on over the past three years to help residents disadvantaged in the job market through lack of experience, disability and long term worklessness to get into work.</p>
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5) Emerging and Ongoing Risks

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6) Member / SLT Actions

Action From	Date	Action Detail	Progress Made

Review Completed by :

Date of Review:

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Self Regulation Select Commission
2.	Date:	15th September, 2011
3.	Title:	Revenue Account Outturn 2010/11
4.	Directorate:	Financial Services

5. Summary

- In 2010/11 the Council **budgeted** to spend **£216.985m** on its **General Fund Revenue Account**. **Actual spending for the year was £214.756m**, a **saving** against budget of **£2.229m (or 1.0%)**.
- In addition, the **Delegated Schools' Budget was £185.276m**. Actual spend against this was **£185.196m**, an **under-spend of £80,000** for the year which has been added to Schools' Reserves which at 31st March 2011 stand at **£2.828m**.
- The **Housing Revenue Account** in 2010/11 showed a variance to budget of **+£4.118m** which has been met from HRA Reserves.
- Reflecting the above out-turn position the Council's Revenue Reserves as at 31 March 2011 stand at: Reserves available to support the Budget **£8.4m** and Earmarked Reserves (incl Schools and HRA Reserves) **£31.3m**

6. Recommendations

That the Commission notes:-

- 1. The Council's General Fund, Schools' and the Housing Revenue Account (HRA) Revenue Outturn Position Statements for 2010/11.**
- 2. The level of the Council's Revenue Reserves as at 31 March 2011; and**
- 3. The carrying forward of the under-spends of £500,029 in accordance with the Council's approved policy on the carry forward of year end balances on the Revenue Account.**

7. Proposals and Details

7.1 Revenue Outturn 2010/11

Rotherham's net Revenue Budget (excluding Delegated Schools' Budget £185.276m) for the 2010/11 financial year was £216.985m whilst actual spending was £214.756m, resulting in an under-spend of £2.149m or 1%. In addition to this, the Delegated Schools' Budget was underspent by £0.080m.

The revenue out-turn position is analysed by Directorate at **Appendix 1** with the principal reasons for the variations set out in **Appendix 2**. More detailed Directorate Outturn reports have been presented to individual Cabinet Members for their portfolio areas of responsibility.

Delivering such a positive outturn position belies the budget challenges faced by the Council in 2010/11. Having taken office in May 2010, the Coalition Government made several announcements reducing the specific grants paid to local government both in 2010/11 and subsequent financial years. Nationally, specific grant reductions of £1.166bn were announced on 24th May 2010. This was followed by the Chancellor of the Exchequer's Emergency Budget in June containing further grant reductions leading up to the Comprehensive Spending Review (CSR) in October 2010.

The reductions affected both revenue and capital grant funding streams, reducing them by £5m each in year. In response, the Council initiated a full review of its budget during the summer 2010 with the short term objective of balancing the Council's Budget in 2010/11 but with an eye on future years as it was clear that the Chancellor's proposals would have a longer term impact on the Council's funding position.

As well as managing the funding reductions, budget monitoring identified significant financial pressures of £5.6m, chiefly in relation to social care for children. To address both these issues the Council identified and implemented a series of management actions, which allowed additional resources to be allocated in support of the Children and Young People's Services budget. The Revised 2010/11 Revenue Budget was agreed by Cabinet on 17th November 2010.

In spite of these significant pressures and commitments, the Council has managed to achieve, through careful financial management, a positive financial out-turn. Excluding the position on schools, there is a net under spend of £2.149m (1.0%) on the Council's Revenue Budget. This reflects the Council's continued prudent and sustainable approach to financial management.

As part of the process of reconfiguring and rationalising its services in order to meet the challenges facing it both in 2010/11 and future years the Council offered the option of voluntary severance scheme during the latter half of the financial year. By the 31st March 2011 some 483 employees had left or had been given approval to leave the Council under the terms of its Voluntary Severance arrangements (that is Voluntary Early Retirement, Voluntary Redundancy, Phased Retirement and Redeployment).

In total the Voluntary Severance scheme cost £7.6m last year. This was composed of severance payments of £6.4m and £1.2m in pensions strain payments to the South Yorkshire Pensions Authority. These costs were met corporately by means of:

- Successful Capitalisation Direction bids to DCLG totalling £2.2 million, (Severance costs £1.3m and pensions strain £0.9m), enabling these amounts to be funded from capital resources in 2010/11.
- The remaining costs were financed using resources freed up by accounting opportunities identified by the adoption of International Financial Reporting Standards (IFRS).

7.2 Schools Budgets

Schools' budgets totalled £185.276m last year, spending against these budgets came to £185.196m, an underspend of £0.08m which was added to schools' balances. Schools' Balances stood at £3.152m as at 31st March 2011 - the level of these Balances is monitored throughout the year. The Department for Education (DfE) makes it clear, that schools are autonomous and self-managing and as such, within set guidelines the use of balances is under their control.

7.3 Housing Revenue Account

The outturn position for 2010/11 for the Housing Revenue Account showed a variance for the year of +£4.118m, which reduced the HRA general reserve to £2.772m as at 31st March 2011. The principal reasons for the reduction in HRA balances are shown in detail in **Appendix 2**.

Going forward, Central Government has announced its intention to abolish the current HRA subsidy system with effect from April 2012 and to replace it with a devolved financial system that allows councils to retain their net rental income to service a newly allocated level of housing debt. In return for a one off distribution of debt, the Council will be entitled to retain all net rental income from the housing stock and develop its own integrated asset and debt management strategy for the HRA.

7.4 Carry Forward of Balances into 2011/12

The following treatment of year end balances is proposed:

- **Trading services**
The Council's existing practice of carrying forward 100% of surpluses and deficits will continue and these will be taken into account in future year's business plans.
- **One-off or specific project budgets**
In cases where there are exceptional items of expenditure e.g. large one-off items or earmarked funding for special projects or developments, an application and supporting case has to be made to SLT to recommend to Cabinet the carry

forward of 100% of any unspent balance at the end of the financial year if the project remains to be completed.

The outturn position for 2010/11 now reported reflects the position before the approval of the carry forward of trading services and specific balances. **Appendix 3** shows the position under each of the categories and the supporting case for each application to carry forward one-off or specific project budgets.

SLT has considered the requests for carry forward and recommends to Cabinet that all requests are approved. These total £0.5m composed of: £0.243m in respect of traded services and £0.257m relating to one-off or exceptional items.

Reserves and Balances

As at 31st March the Council had £39.7m in its reserves. This total is composed of uncommitted reserves that can be drawn on, if required, to support budgets and earmarked reserves set aside to meet specific needs and purposes which are ring-fenced to particular services.

Reserves to Support the Budget:

General Fund balances are held in order to protect the Council against unforeseen costs and contingencies and to mitigate financial risks. In order to ensure that a prudent level of balances is held the value of balances is risk assessed annually as part of the budget setting process. As a result of the under-spend against budget this year **£8.402m of uncommitted General Fund Reserves are available as at 31st March 2011**. This is equivalent to 3.9% of its Net Revenue Budget and is deemed to be a prudent level.

Earmarked Reserves

At the end of the 2010/11 financial year the Council's earmarked reserves stood at £31.3m comprising:

- Schools' Balances of £3.152m
- HRA Reserves of £3.037m,
- PFI Reserve (£12.769m) to meet future contractual liabilities over the life of the Schools and Leisure PFI schemes
- Insurance Reserve (£1.483m) to meet future claim liabilities
- Commutation Adjustment Reserve (£8.394m) to meet future debt repayment liabilities
- Other Earmarked Reserves (£2.527m).

SLT and Cabinet are asked to note the level of the Council's Revenue Reserves as at 31 March 2011.

8. Finance

In total, the Council **budgeted to spend £402.261m on its General Fund Revenue Account in 2010/11**, (excluding Schools' Budgets the total was £216.985m). **The actual spend was £400.032m** an underspend of £2.229m or 0.6% less than budget. This is made up of the following:

	£m	%
General Fund (excl. Schools Delegated Budgets)	- 2.149	1.0
Schools Delegated Budgets	+0.080	0.0
	-----	-----
	+2.229	0.6%
	-----	-----

The summarised effect of this outturn position on the Council's reserves has been set out above in the Reserves and Balances section of this report.

9. Risks and Uncertainties

Decisions about the level of resources (including reserves and balances) that are deployed to deliver the Council's priorities involve risk and uncertainty. However, the impact of unforeseen circumstances and adverse variances against budget can be minimised by continuing improvements in financial management, including the more effective management of financial risks.

10. Policy and Performance Agenda Implications

Approval with regard to the earmarking/use of Council balances should be given as soon as possible so as to give certainty to the final level of approved budget for the current financial year.

11. Background Papers and Consultation

Cabinet Reports

- Proposed Revenue Budget and Council Tax for 2010/11, 24th February, 2010
- Revenue and Capital Budget Monitoring reports to SLT and Cabinet.
- 2010/11 Budget Report to Cabinet 17th November 2010
- Outturn Report 2010/11 to Cabinet 20th July, 2011.

Other Documents

- Statement of Accounts 2010/11

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APPENDIX 1

<u>Directorate</u>	<u>Budget</u>	<u>Out-Turn</u>	<u>Surplus/ Deficit</u>	<u>Trading</u>	<u>Non- Trading</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
C&YPS	46,623,631	46,482,141	-141,490	-43,000	98,490
EDS	47,677,559	47,471,588	-195,971		-195,971
Adult Social Services	72,336,065	71,347,314	-988,751		-988,751
Neighbourhoods	<u>4,456,449</u>	<u>4,110,634</u>	<u>-345,815</u>		<u>-345,815</u>
	76,792,065	75,457,314	-1,334,566		-1,334,566
Chief Executive	8,952,438	8,796,378	-156,060		-156,060
Financial Services	10,828,939	10,507,927	-321,012	-200,000	-121,012
Central Services	26,119,919	26,120,198	279		279
TOTAL (Excl Schools)	216,985,000	214,836,180	-2,148,820	-243,000	-1,905,820
Schools' Budgets	185,276,000	185,196,000	-80,000		-80,000
TOTAL	402,261,000	400,032,218	-2,228,820	-243,000	-1,985,820

APPENDIX 2 - EXPLANATION OF MAJOR BUDGET VARIATIONS IN 2010/11

C&YPS

The Children and Young People's service (excluding schools) has spent £0.142m less than the revised budget agreed in November. The chief budget variations are:

- **Commissioning and Social Work - Over-spend £0.587m:** chiefly attributable to staffing costs, supplies and services expenditure and welfare and direct payments offset by an under-spend on premises and additional grant income.
- **Children Looked After – Over-spend £0.641m:** Spending on Residential Out of Authority Placements and Independent Fostering placements was significantly higher than budgeted for due to higher cost of children requiring such placements – most of this pressure was addressed through the supplementary estimate by Cabinet in November. The total cost of placements has risen despite a slight reduction in the total number of looked after children due to an increase in the number of more expensive out of authority placements required to meet the very complex needs of specific children. In addition, a significant number of children in out of borough foster care placement are likely to be in the placement long term. The commissioning work to negotiate a reduction of placement costs for these placements has begun.
- **DSG Non-school Funding - Under-spend £0.286m:** this underspend is mainly due to the additional income generated from SEN Extra District placements and the redistribution of grant.
- **Strategic Management – Under-spend £0.378m:** mainly due to redistribution of unring-fenced grant funding.
- **Special Education Provision – Under-spend £0.356m:** resulting from reduced costs on SEN placements as resulting from two relatively expensive placements ceasing in year when the children became adults and one when the child moved out of the area.
-
- **School Effectiveness – Under-spend £0.111m:** mainly due to redistribution of grant funding.
- **Specific Grant – Under-spend £0.042m:** This under-spend includes a requested carry forward for Rotherham Ready traded service of £54,341 (surplus) and an overspend on Training Pays of £73,202 for the costs relating to the closing down of the grant, off set by a further underspend on other grants of £61,111.
- **Schools Balances -** The Schools balances brought forward into 2010/11 were £2,747,672. An in-year increase of these balances to the value of £79,947. This leaves balances of £2,827,619 to be carried forward into 2011/12. A separate report detailing the schools balances and their planned use will be submitted in late July.

EDS

The overall service out-turn position was £0.196m below budget. The chief variations against budget were.

- **Asset Management** - although the service operated during the year with an imposed moratorium on spend, there have been some pressures within the Service which gave rise to an over-spend of £0.237m. In particular: Office Accommodation and Land and Property related costs, loss of fees within the Strategic Property Team due to a reduced Capital Programme and pressures on commercial properties. These have been partially mitigated by significant in year staff reductions within the Service.
- **Business Support Unit** achieved a £0.125m under-spend as a result of managed vacancies, the moratorium on spend and a controlled Training programme
- **Culture and Leisure £0.379m under-spend** as a result of the moratorium on spend and staff vacancies throughout the service and an under-spend on the Libraries Materials Fund.. The service also managed to contain pressures within the following areas: costs relating to the Clifton Park contract which remains incomplete as a result of UCS Civils going into administration, staff cover costs at the Civic Theatre and costs associated with membership of South Yorkshire Archives.

Carry forwards totalling £93k are included in the above total - these are: Third Party Payments WREN, Adventure Play Area, Bar Park and School Museum Fund.

- **Streetpride- the £0.068m over-spend** was largely due to pressure on the winter maintenance budget. The budget of £528k has been provided for a below average winter but the severe weather in early December caused an overspend of £394k. This was partly offset by savings made within Waste Management (£247k) including £190k of in-year savings offered. The service has pressures on staffing costs due to overtime charges, though this is gradually reducing and there is a provision made relating to the PFI contract. These are being mitigated by some operational savings, due to temporary changes to contractual arrangements (Sterecycle).

Further savings partially offsetting some over-spends have been produced by Network Management (£196k) as a result of improved income recovery in some areas and reduced spend due to the moratorium. These have offset reduced Car parking income;

Adult Services

The net out-turn for adult services shows a under-spend of £0.989m. The key variations can be summarised as follows:

- **Assessment & Care Management** - the overall under-spend in this service was £0.309m. This was composed of: underspends by Older People (Independent) £136k in respect of a number of vacant social work posts and the Intermediate Care pooled budget. The latter was mainly due to slippage on employee costs and an under-spend on independent sector residential and nursing care due to fewer placements than planned. Property charges and Health also generated additional income. However, the underspend was reduced by an over-spend on the independent sector Home Care budget due to an increase in average weekly hours during the year together with an increase in average costs of Direct Payments care packages.
- **Physical and Sensory Disabilities - £0.083m under-spend:** The main pressures during the year were a continued increase in number of clients (+15) receiving direct payments and an increase in both the number of hours (+1,000 hours) and cost of independent sector home care. These over-spends were offset by an under-spend on residential and nursing care including the delayed implementation of specialist respite care together with efficiency savings on voluntary sector contracts.
- **Safeguarding - £0.090m under-spend:** due to vacant posts including slippage as a result of recruitment difficulties.
- **Independent Living - £0.188m under-spend:** was a result of vacant posts across the service and additional income from charges for Rothercare.
- **Health and Well Being - £0.476m under-spend:** Spending on Learning Disabilities was £0.543m below budget mainly as a result of additional income from charges within supported living and vacancies within community support schemes (£147k). This area also received increased income from Continuing Health Care funding within Residential and Nursing Care (£271k). Direct Payments also under-spent by £60k due to demand being less than forecast and vacant posts within Management and Support gave rise to £52k of savings.

Similarly Mental Health Services spent £184k less than budget, in spite of an increase in the uptake of Direct Payments in this area. An additional 60 clients received a service during the year costing £155k more than planned. These pressures have been offset by an under-spend in residential and nursing care due to fewer placements than planned plus additional income from health (£233k). Reviewing a number of service level agreements with independent and voluntary sector providers also gave rise to £65k of efficiency savings.

Against these under-spends however Older People (In-House) services was £0.251m over-spent. The main element of this was In-House Residential Care which was £626k over budget due to additional agency costs to cover sickness absence plus a recurrent budget pressure on income from charges. This over-

spend was offset by an under-spend on employees within Extra Care Housing (£327k), together with increased income from additional services and an under-spend on vehicle running and leasing costs for the Adult Services Transport unit (£88k).

Neighbourhoods

Neighbourhoods' spending was 7.8% or £0.346m below the final budget for the service. The primary reasons for the variations are:

- **Independent Living spending was £0.064m below budget** - chiefly in respect of Housing Choices where a £0.054m under-spend resulted from the increased use of grant funding in the Homelessness area and reduced costs of lighting for communal buildings.

Housing & Neighbourhood Services - £0.282m underspend: the under-spend was attributable to Safer Neighbourhoods (£135k) where a significant proportion of the savings achieved, in excess of (£100k) were the result of vacant posts and Voluntary Severance/Retirement in addition to the careful controls in place on non-essential expenditure. £69k savings in Business Regulation and Neighbourhood Partnerships resulting from vacant posts and staff taking Voluntary Severance/Retirement and additional income (£20k) in Licensing services at the end of the financial year mainly due to increased licensing applications.

Chief Executives'

The £0.156m underspend on the Chief Executive's department's budget was in large part due to under-spending in respect of the Rotherham Partnership (£96k) and the Migration Impact Fund (£44k) for which carry forwards are being requested. In other parts of the department an overspend of £147k on the Legal Services Team was offset by savings in the Chief Executive's office, the Performance and Quality and Corporate Research Teams.

Financial Services

Financial Services spent £0.321m or 2.96% less than Budget in 2010/11. This included a surplus of £0.2m in respect of the Schools Finance Traded Services which includes the Schools Staff Sickness Insurance Scheme and Schools Finance Traded Service, which provides professional support, consultancy and a financial management service to Head Teachers and Governing Bodies. The rest of the under-spend £121,000 is chiefly attributable to an over recovery of income in both Housing Benefits and the Registrar's Department in RBT, which was partially offset by additional running costs for the Customer Service Centres.

Housing Revenue Account (HRA)

The principal reasons for the £4.118m reduction in the HRA balance were:

- An additional revenue contribution made to support capital expenditure (RCCO) of £1.530m. This was to fund year 4 payment commitments to contractors (£1.2m) and the Decent Homes programme (£0.330m). The HRA also made additional investment into the Repairs and Maintenance programme of £1.124m.
- The out-turn position reflects an increase in the Subsidy payable to the Government of £1.162m
- An increase in the Management Fee of £3.109m.

These additional cost pressures were partially offset by:

- Less than anticipated supervision and Management costs of £0.417m and increased rental income of £0.713m;
- A reduction of £0.895m in actual interest payable by the HRA and reduced debt management costs £0.183m.
- Lower than expected bad debt provision for both rent arrears and tenants' rechargeable repairs (£0.117m),

APPENDIX 3 - CARRY FORWARD OF REVENUE BUDGET UNDER-SPENDS AND OVER-SPENDS IN 2010/11

Carry Forward of Traded Balances

In accordance with the 9th April 2008 Cabinet decision to carry forward 100% of traded services surplus and deficits and be included in future years' business plans, the following trading service balances will be carried forward in to 2011/12 financial year.

C&YPS

- £11,029 Schools Catering Service (Trading deficit). At the end of 2007/08 financial year it was agreed that the service be required to recover the £200k deficit balance at £50k per annum over a period of 4 years. The balance at the end of March 2010 was £178,294. At the end of March 2011 Catering had made a surplus of £167,265 leaving only a £11,029 deficit still to be recovered.
- £54,341 Rotherham Ready (Trading surplus). This carry forward is required to continue to fund enterprise projects delivered through Rotherham Ready. This income has been generated through sale of resources developed by Rotherham Ready, delivery of Rotherham Ready programmes and participation as a key note speaker at international and national events.

Financial Services

- £157,000 This surplus relates to the Schools' Staff Sickness Insurance Scheme which provides financial compensation to schools which need to employ additional staff to cover their own staff's absence.
- £43,061 This surplus is for Schools' Finance Traded Service which provides financial management and professional support and advice to Head Teachers and Governing Bodies in managing their financial resources

Carry Forward of One-off or specific project budgets

As previously indicated, the existing policy requires that in the case of exceptional items of expenditure, an application and supporting case be made to SLT to recommend to Cabinet the carry forward of 100% of any unspent balance at the end of the financial year.

These requests are set out below by Directorate:

EDS -

The carry forward of under-spends totalling £94k is requested. These under-spends have been included in the Directorate under-spend reported in this report.

- £10,000 In respect of legal fees incurred in the transfer of Bar Park from Sheffield City Council.
- £25,000 Adventure Play Area - the under-spend will be used to fund the continuation of the Play Area following grant fall out
- £18,716 Third Party Funded spending, which is committed, but not spent in 2010/11.
- £40,000 School Museum Service under-spend to be used to fund the short term continuation of the service until restructuring is completed.

Neighbourhoods

- £23,000 Community Leadership Fund - the Members Community Leadership Fund had an under spend of £29k at the year end. It was agreed on 11th April at Cabinet Member meeting for Community Development and Equality and Young Persons Issues to request the carry forward of £23,000 as an earmarked balance to 2011/12.

Chief Executive

Carry forwards are requested for the following grant funded activities

- £96,368 Funding for the Rotherham Partnership is provided by organisations like the South Yorkshire Police, the Chamber of Commerce, NHS Rotherham, Rotherham Hospitals, Voluntary Action Rotherham and Thomas Rotherham and Dearne Valley Colleges.
- £43,572 Migration Impact Fund grant not spent in 2010/11.

TOTAL

- **£500,029** **Of this, £243,373 relates to trading accounts and £256,656 to specific balances.**