

Council Plan 2017–20



Big Hearts Big Changes

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Foreword by the Leader of the Council

Rotherham Council is entering the next stage of our journey.

In the last two years we have redefined what we stand for, through a clear vision for the organisation and the borough. We've changed how we make decisions, so we're more open and accountable than ever before. We've redesigned how we work with other agencies, to drive forward some of the key changes we want to see. And even as we face unprecedented financial pressures, we're working hard to deliver better services, focussed on the priorities set for us by the public.

We have some of the best performing schools in the region, and we're investing heavily in order to reform our Children's Services and ensure we offer the best support to our most vulnerable children, in order to give them the best start in life.

We are transforming our adult social care, to empower every adult.

We are working alongside communities to keep our neighbourhoods looking their best, and we're cracking down on those who would litter and damage the local environment.

And we're working alongside the private sector and our partners in the Sheffield City Region to create jobs, opportunities and new businesses.

As we move to the next stage with this, our new Council Plan, two themes stand out that will be necessary to deliver our objectives; working closely with our partners - in all sectors - so we can deliver seamless services to residents in the most efficient way; and working more closely with our neighbourhoods so that we're meeting residents' needs more effectively and helping people to live healthier, happier lives in their own communities.

It is a measure of the progress that we've made over the last two years that most decision making powers have now been returned from Commissioners to elected councillors. We will continue to see that journey through, to ensure that government and residents alike can be assured of strong and effective governance into the future.



Cllr Chris Read
Leader of the Council

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Introduction

Rotherham Metropolitan Borough Council is now in its third year of reforming its services, practices and culture, following the Government's intervention in February 2015 and the appointment of Commissioners to oversee a programme of improvement. Like all local authorities across the country it is doing so against an annually reducing budget from Government and increasing costs and demand for services.

The majority of the Council's powers have now been returned to the authority, following a series of recommendations made by Commissioners to Government. The Commissioners will retain oversight of the authority up to 2019, even after the transference of all powers back to the Council as it continues on its improvement journey longer-term.

Led by the Council's elected members and senior management team, the authority has redefined what it stands for, what its priorities are, its promise to Rotherham residents and its ambitions for the borough.

This Council Plan sets out how it will deliver against these priorities in 2017-18; to create a Rotherham where young people are supported by their families and community and are protected from harm; where every adult is supported to live independently and enjoy good health and wellbeing; where residents can benefit from well paid jobs, quality housing and transport; and where opportunity is extended to everyone and no one is left behind.



Our Rotherham



110²m

Rotherham is a borough covering **110 square miles**



Rotherham's population of **260,800** mostly live in **urban areas**



Rotherham has **50,000 children** aged **0-15** and **27,300 young people** aged **16-24**



The population is ageing, with **64,600 people** aged **over 60**



21,800 are aged over 75 and **5,800** over 85 with an additional **1,000 over 85s** expected by 2021

Rotherham has a diverse community which includes **20,000 people from minority ethnic groups (8.1%)**. The largest communities are **Pakistani/Kashmiri and Slovak/Czech Roma**. It is also made up of many towns, villages and suburbs which form a wide range of geographic communities.

The borough benefits from a vibrant **voluntary and community sector (VCS)**, comprising almost **1,400 organisations** with **3,600 staff** and around **49,000 volunteer roles**.

It is estimated that the paid VCS workforce contributes **£99m to the economy per annum** and that volunteers provide approximately **85,000 hours of time per week**.

Rotherham lost 14,000 jobs between 2007 and 2012, but job numbers have now reached 100,000 - a return to pre-recession levels. There are 6,810 VAT registered businesses in Rotherham, with the figure increasing by over 6% in 2016.



GCSE performance is above the national average, but the **performance of children from Rotherham's poorer families** compares unfavourably with national averages on many educational attainment measures



Performance for children **achieving a good level of development at the early years foundation stage** (up to age 5) **is above the national average**



Rotherham has a wealth of **green space across the borough**, in the form of **country and urban parks, nature reserves, woodlands and playing fields**. Although used well in some areas, others offer an often untapped resource within communities



In the town centre, **recent transformation work was recognised with an award** in the town centre category of the **Great British High Street Awards**

The Council

Rotherham Council is a metropolitan borough council and is responsible for providing a range of services including social care, planning, housing, revenue and benefits support, licensing, business regulation and enforcement, electoral registration, refuse and recycling, leisure, culture, parks and green spaces, economic growth, highways maintenance, education and skills, community safety and public health.

It also has an important role in working with other providers of public services across Rotherham for approximately 260,000 residents and 100,000 people who work in Rotherham (37,000 from outside the borough).

The Council's constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that this is efficient, transparent and accountable to local people.

The Council has 63 councillors, representing 21 wards inside the Rotherham Borough geographical boundary. The Council is currently led by a Labour Cabinet of eight Members.

Council Cabinet



Councillor
Chris Read

Leader of
Rotherham
Council



Councillor
Gordon Watson

Deputy Leader
Children and Young
People's services



Councillor
Saghir Alam

Corporate
Services and
Budgeting



Councillor
Dominic Beck

Housing



Councillor
Emma Hoddinott

Waste, Roads and
Community Safety



Councillor
Denise Lelliott

Jobs and the
Local Economy



Councillor
David Roche

Adult Social
Care and
Health



Councillor
Taiba Yasseen

Neighbourhood
Working and
Cultural Services

The Council and Commissioners' Decision-making Procedure sets out how Cabinet and Commissioner decisions are made, following the new directions issued by the Secretary of State for Communities and Local Government on 21st March 2017.

For those matters where powers have been returned to the Council decisions are taken in public every four weeks by Cabinet collectively. Other decisions are taken by Commissioners at the same meeting.

There are a number of committees and panels which are responsible for decision making within the organisation, including Council, Cabinet, Audit Committee, Standards and Ethics Committee Committee and Scrutiny. Details of all these, as well as copies of agendas, papers and official minutes of proceedings can be found on the Council's website at <http://moderngov.rotherham.gov.uk>.

The day-to-day management of the Council and its services is overseen by the Strategic Leadership Team and led by the Chief Executive, Sharon Kemp.

Chief Executive and Strategic Directors



Chief Executive
Sharon Kemp



Assistant
Chief Executive
Shokat Lal



Strategic Director
Finance and
Customer
Services
Judith Badger



Strategic Director
Regeneration and
Environment Services
Damien Wilson



Strategic Director Adult
Care and Housing
Anne Marie Lubanski



Strategic Director
Children and Young
People's Services
Ian Thomas



Director
Public Health
Terrie Roche

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Our Vision and Priorities

During the summer of 2015, the Leader of the Council and the Commissioners, supported by other leading councillors and a range of partners, met with people across Rotherham to listen to their views and their priorities for the future. The 'Views from Rotherham' consultation was based on 27 roadshow sessions as well as the Rotherham Show, a 'Chamber means Business' event and an online consultation. In total, the views of around 1,800 people were received and a 'Views from Rotherham' consultation report was published in September 2015 to summarise the key findings.

The Leader of the Council, in consultation with other elected members, has used the feedback received to define a new vision for the borough, as follows:

Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share. We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind.

To achieve this as a council we must work in a modern, efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focussed relentlessly on the needs of our residents.

To this end we set out four priorities:

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



In order to deliver this vision for the borough the Council is committed to work in the following ways:

Every child making the best start in life

We are working to ensure that Rotherham becomes a child-friendly borough, where young people are supported by their families and community, and are protected from harm. We will focus on the rights and voice of the child; keeping children safe and healthy; ensuring children reach their potential; creating an inclusive borough; and harnessing the resources of communities to engender a sense of place. We want a Rotherham where young people can thrive and go on to lead successful lives. Children and young people need the skills, knowledge and experience to fully participate in a highly skilled economy.

A strong community in a clean safe environment

We are committed to a Rotherham where residents live good quality lives in a place where people come together and contribute as one community, where people value decency and dignity and where neighbourhoods are safe, clean, green and well-maintained.

A modern, efficient Council

This underpins the Council's ability to deliver the vision for Rotherham. It enables local people and the Government to be confident in its effectiveness, responsiveness to local need and accountability to citizens. A modern, efficient council will provide value for money, customer-focused services, make best use of the resources available to it, be outward looking and work effectively with partners.

Every adult secure, responsible and empowered

We want to help all adults enjoy good health and live independently for as long as possible and to support people to make choices about how best to do this. We want a Rotherham where vulnerable adults, such as those with disabilities and older people and their carers, have the necessary support within their community.

Extending opportunity, prosperity and planning for the future

We are building a borough where people can grow, flourish and prosper. We will promote innovation and growth in the local economy, encourage regeneration, strengthen the skills of the local workforce and support people into jobs. We want a Rotherham where residents are proud to live and work.

Our values and behaviours – One Rotherham

We know that it is important that we work together and have a shared understanding which underpins our approach. The One Rotherham Values demonstrate how we behave with each other, our partners, elected members and customers.

	<p>Honest</p> <p>Open & truthful in everything we say & do</p>	<ul style="list-style-type: none"> ● Share information wherever possible ● Be open to challenge ● Speak up about concerns ● Actively listening to others 	<ul style="list-style-type: none"> ● Give reasons for our decisions & actions ● Be open about what is achievable ● Be honest and give feedback
	<p>Accountable</p> <p>We own our decisions, we do what we say & we acknowledge & learn from our mistakes</p>	<ul style="list-style-type: none"> ● Do the right thing, not just the easiest thing ● Respond in a timely manner ● See things through with pace 	<ul style="list-style-type: none"> ● Hold each other to account ● Take ownership for personal & team performance ● Reflect & learn from our experiences
	<p>Respectful</p> <p>We show regard & sensitivity for the feelings, rights & views of others</p>	<ul style="list-style-type: none"> ● Value others as individuals ● Respect differences ● See things from another's point of view 	<ul style="list-style-type: none"> ● Pay attention to people's differing needs ● Be polite ● Challenge unacceptable behaviour
	<p>Ambitious</p> <p>We are dedicated, committed & positive, embracing change with energy & creativity</p>	<ul style="list-style-type: none"> ● Set high standards & go the extra mile ● Be positive ● Have a can do attitude ● Be imaginative & creative 	<ul style="list-style-type: none"> ● Seek out best practice & be open to new ideas ● Take responsibility for our own development ● Be a team player
	<p>Proud</p> <p>We take pride in our borough & in the job that we do</p>	<ul style="list-style-type: none"> ● Recognise & share success ● Be enthusiastic & encouraging ● Act as an Ambassador for Rotherham 	<ul style="list-style-type: none"> ● Celebrate the best of Rotherham & our people ● Work together with others both inside & outside of the Council

6 Delivering our Vision and Priorities

Between 2011 and 2016 The Council has made savings of £138m and reduced its workforce by 1,700 staff. Over the next year the Council will be focusing on reforming its services against the backdrop of making further necessary in-year savings of £24 million, This is set against the additional financial pressures of the National Living Wage; increasing demand for services as a result of a growing population and changing demographics in Rotherham; and the impact of inflation.

The Council's Medium Term Financial Strategy (MTFS) was approved on 8th March 2017 and sets out a three year approach to delivering a balanced and sustainable budget plan, to 2020.

Whilst the Council is becoming smaller in size, it is focused on being bigger in influence. This means a changing role for the Council. Stronger civic leadership, greater collaboration, integration and shared services with other public services. Partnership working is recognised across all services as being essential to the future of the borough; combining knowledge, ideas, expertise and resources to deliver tangible improvements, deliver efficiencies and economies of scale, and strengthen our communities.

A new relationship between must be developed between residents and the Council which builds on individual and community assets to enable people to live more independently, for longer, with the support of their family, social networks and local neighbourhood resources.. At the same time there will be a clearer focus and prioritisation of resource – and in some cases ceasing to do some of what the Council has traditionally done.

Each Directorate has developed its own service business plans to support delivery of Council Plan 2017/20 and the MTFS. A focus on continuous improvement, early intervention, cross-directorate working, implementing good practice and raising standards runs through all these service business plans.



Children & Young People's Services

The Directorate is now in its third year of implementing its Improvement Plan. The Plan has at its heart the Council's vision of being a "child-friendly" borough; where young people are supported by their families and community, are protected from harm, can thrive and go on to lead successful lives.

To support the delivery of this Plan, the Directorate is building a permanent and well-trained workforce that delivers high quality services for children; is working to identify and support families at the earliest opportunity, so that it can improve outcomes and reduce the need for social care intervention down the line; and implementing a consistent approach across the whole service to bring it in line with regional and national standards.

Underpinning this work is a continued commitment to strengthening governance, benchmarking and reporting arrangements to provide the necessary assurance in taking forward improvements and delivering sustainable, more effective children's services.

Adult Social Care and Housing

The Directorate is focused on creating a Rotherham where vulnerable adults, such as those with disabilities and older people and their carers, have the necessary support within their community to live independently for as long as possible.

To achieve this the Directorate is working with health and third sector partners to integrate health and social care services to reduce duplication and provide high quality services that are easy to access. It is also working to improve the quality and choice of housing in Rotherham to enable people to live in high quality accommodation which meets their needs, whether in the social rented, private rented or home ownership sector. It is working to identify and support families at the earliest opportunity, so that it can improve outcomes and reduce the need for social care intervention down the line.

Public Health

The Directorate is working to improve the health and wellbeing of Rotherham residents and reduce health inequalities across the borough.

The Directorate is focused on working with partners to implement the Health and Wellbeing Strategy, as it commissions services to tackle the prevalence of smoking, substance misuse, and obesity. It encourages everyone to be more active and adopt a healthier lifestyle, offering Public Health advice, especially around the prevention of illness and managing contracts with local GPs and community pharmacists for a range of preventative services, including drugs and alcohol management.

It works closely with the Children and Young People's Directorate to ensure we provide an integrated service with children and their families at the centre of all care. And it works alongside Public Health England (PHE) to manage any infectious disease outbreaks, monitoring of vaccination and immunisation uptake and cancer screening programmes.

Regeneration & Environment

The Directorate is working to develop and promote Rotherham as a good place to live and work, which means more jobs, a vibrant cultural sector and good quality green spaces, clean and tidy streets and neighbourhoods that residents are proud to call home.

It is supporting the economic growth and the regeneration of the borough through work with partners to deliver a joined-up culture, sport and tourism offer and adopting the Town Centre Masterplan, alongside work to progress toward the adoption of a new Local Plan.

It continues to work closely with the Local Enterprise Partnership and wider Sheffield City Region colleagues to influence strategic investments and commissioned programmes that best benefit Rotherham. And it is committed to a culture of innovation across services; in its approach to operational processes, use of new technologies and in exploring commercial opportunities, built on a strong performance management framework across the board.

Finance & Customer Services and Assistant Chief Executive's Directorate

These central services Directorates are delivering corporate, finance, legal and customer services focused on ensuring that the Council is a modern, efficient organisation which has the needs of residents at the centre of its decision making.



They are committed to ensuring that the Council has strong governance, is open and transparent and accountable to its residents.

They work to drive the pace of change to a digital first approach, rationalising outdated delivery models whilst ensuring accessibility for all with the development of information sharing, data and enabling customers to connect in different ways.

They support residents to understand how and why spending decisions are made and how they can play their part in supporting the Council to save money, such as doing business online, by informing and engaging them through effective communication.

They maintain a transparent approach to managing and reporting finances, ensuring that the organisation stays within its funding limits. And they are focused on building an engaged, supported and well managed workforce with the right skills and a customer focused approach.

7 Working in Partnership

The Council is one of a number of organisations - including major public bodies (such as the police, health agencies, education and the fire and rescue service), local businesses and the voluntary and community sector - working together as the Rotherham Together Partnership to deliver improvements for local people and communities by combining their knowhow and resources.

The Partnership has launched the Rotherham Plan 2025: a new perspective, which sets out a framework for its collective efforts to create a borough that is better for everyone who wants to live, work, invest or visit here. It sets out some of the big projects, or “game changers”, that partners will be focusing on until 2025:

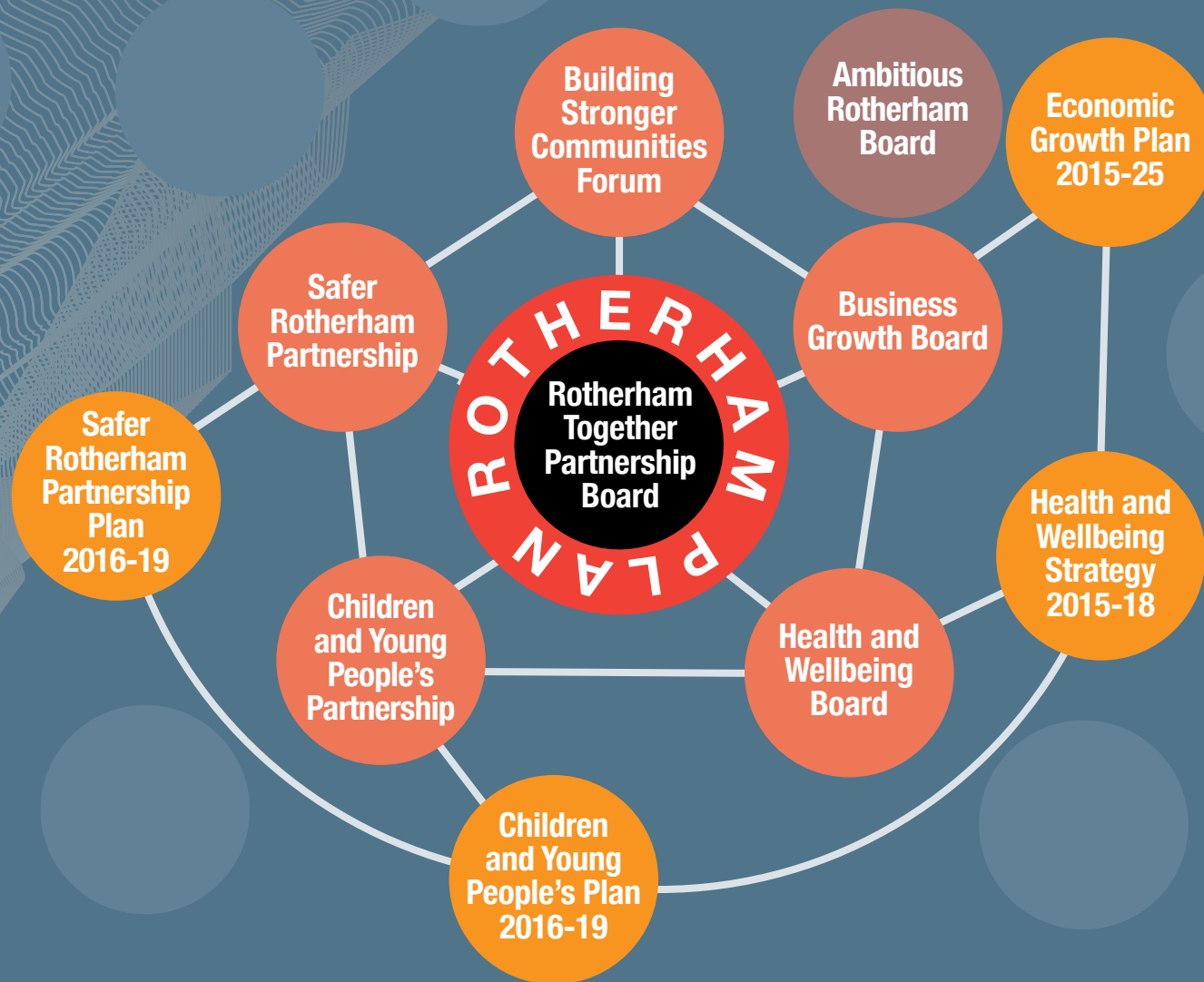


- **Building strong communities** where everyone feels connected and able to actively participate, benefitting them and their communities
- **Raising skills levels and increasing employment** opportunities, removing the barriers to good quality, sustainable employment for local people
- **Integrating health and social care** to deliver joined up services for our residents that are easy to access
- Building on the assets that make Rotherham **a place to be proud of**
- Creating a vibrant **town centre** where people want to visit, shop and socialise

It forms part of a bigger picture which includes a number of partnership boards and less formal bodies that are developing plans and delivering activity in the borough.



Rotherham Together Partnership



Managing our Performance

The Council's Performance Management Framework outlines the following performance management principles:

- **Honesty and Transparency**
- **Timeliness**
- **Working together**
- **Council-wide responsibility**

In addition to these principles, the Council's performance framework makes use of performance information to challenge its effectiveness and improve services. The framework is structured around a continuous improvement and performance management cycle and provides an overview of the Council's performance management arrangements at every level.

The framework is a key tool in ensuring that all staff and councillors understand how their individual contributions are critical in enabling the entire organisation to deliver effective services, continuous improvement and value for money for the people of Rotherham.

Plans are a vital part of the Performance Management Framework. They set out what we want to improve and how we are going to do it. Plans are in place at every level of the organisation, providing the critical 'golden thread' to ensure we are working together to achieve our strategic priorities.

To ensure that the Council Plan is performance managed effectively, quarterly performance reports are provided to the public Cabinet/Commissioners' Decision Making meeting, pre-Scrutiny and the Strategic Leadership Team.



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Our Plans

The heart of this document is the series of performance measures shown on the following pages, structured around the headline themes of the Council vision.

There is one action plan for each of the four vision themes, as well as the cross-cutting corporate commitment to a modern efficient Council, each describing what the main outcomes, measures, indicators and targets will be over the next 12 months.

The Council operates in a constantly changing environment and will therefore keep the content of these performance measures under review as it reports on performance over the coming year; and will review its measures for the start of the next municipal year.

Finally, in support of the headline performance measures within this Council Plan for 2017/20, Council Directorates and services are responsible for more detailed annual service business plans. These expand on the specific activities taking place to achieve the objectives and outcomes that the Council is seeking to achieve. These service-level business plans will provide further information on other relevant performance information, key risks to delivery, links to corporate policies and priorities etc; and will be required to be similarly kept under review in the year ahead.



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

Ian Thomas, Strategic Director – Children and Young People’s Services

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
1.A1	Early Help - Early Help service to identify and support families at the right time to help prevent social service involvement	Reduction in the number of Children in Need (Priority Measure) (rate per 10K population aged 0-17 - inc. CPP as per DfE definition)	Mel Meggs CYPS	Low	Monthly	336.9
1.A2		Reduction in the number of children subject to a CP plan (Priority Measure) (rate per 10K population aged under 18)	Mel Meggs CYPS	Low	Monthly	60.3
1.A3		Reduction in the number of Looked After Children (Priority Measure) (rate per 10K population aged under 18)	Mel Meggs CYPS	Low	Monthly	85.9
1.A4		Increase the number of families engaging with the Families for Change programme as a percentage of the troubled families target	David McWilliams CYPS	Low	High	100% (633 families by end of March 2018)
1.A5	Children’s Social Care Improvement – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	Reduction in the number of children who are subject to repeat child protection plans (within 24 months)	Mel Meggs CYPS	Low	Monthly	4.0%
1.A6	Child Sexual Exploitation - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of Child Sexual Exploitation (CSE) referrals	Mel Meggs CYPS	Low	Monthly	Not appropriate to set a target
1.A7	Placements - Improve quality of care for Looked after Children	Reduction in the number of disrupted placements (Priority Measure)	Mel Meggs CYPS	Low	Monthly	9.6%
1.A8		Reduction in the proportion of LAC in commissioned placements	Mel Meggs - CYPS	Low	Monthly	39.5%

B. Children and Young people are supported to reach their potential
C. Children, young people and families are enabled to live healthier lives

Ian Thomas, Strategic Director – Children and Young People’s Services
Terri Roche, Director – Public Health

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
1.B1(a)	Sustainable Education and Skills	Proportion of children accessing a good or better school	Karen Borthwick CYPS	High	Termly	In line with or above the national average (Academic Year)
1.B1(b)		Proportion of Early Years settings which are good or better		High	Termly	
1.B2(a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are Fixed term (Secondary school)	Karen Borthwick CYPS	Low	Monthly	2,500 (Academic Year 16/17)
1.B2(b)		Reduction in the number of exclusions from school which are Fixed term (Secondary school)		High	Monthly	280 (Academic Year 16/17)
1.B3	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	Reduce the number of young people aged 16-18 who are Not in Education, Employment or Training (NEET)	David McWilliams CYPS	Low	Monthly	3.1 % (Annual Target based upon Nov/ Dec/Jan Ave.)
1.B4(a)	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	Increase the number of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014)	Karen Borthwick CYPS	High	Monthly	90% by April 2018
1.B4(b)		Increase the number of Statements transferred to Education Health and Care Plans (based on Conversions cumulative from September 2014)		High	Monthly	100%
1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy) (Priority Measure)	Jo Abbott Public Health	Low	Quarterly	17.0%

A. Adults are enabled to live healthier lives
B. Every adult secure, responsible and empowered

Terri Roche, Director – Public Health
Anne Marie Lubanski, Strategic Director – Adult Social Care and Housing (Commenced 8th August 2016)

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
2.A1(a)	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Successful completion of drug treatment – a) opiate users (aged 18-75) (Priority Measure)	Jo Abbott Public Health	High	Quarterly	No national target. Local ambition to be within LA
2.A1(b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75) (Priority Measure)	Jo Abbott Public Health	High	Quarterly	As above
2.B1	We must ensure we “make safeguarding personal”	Proportion of Safeguarding Adults at risk who had engaged in determining their outcomes and of those who responded, the proportion who indicated that they felt their outcomes were met.	Sam Newton Adult Social Care & Housing	High	Quarterly	80%
2.B2		No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure) per 100,000 population adults (over 18 years)	Sam Newton Adult Social Care & Housing	High	Quarterly	250
2.B3	We must ensure that information, advice and guidance is readily available (e.g. by increasing self-assessment) and there are a wide range of community assets which are accessible	Number of people provided with information and advice at first point of contact (to prevent service need)	Sam Newton Adult Social Care & Housing	High	Quarterly	2750
2.B4	We must improve our approach to personalised services – always putting users and carers at the centre of everything we do	Proportion of Adults receiving long term community support who received a Direct Payment (excludes managed accounts)	Sam Newton Adult Social Care & Housing	High	Quarterly	22%
2.B5		Number of carers assessments	Sam Newton Adult Social Care & Housing	High	Quarterly	Baseline Year
2.B6	We must focus on maintaining independence through prevention and early intervention (e.g. assistive technology) and enablement and rehabilitation	The proportion of people (65+) still at home 91 days after discharge into rehabilitation (offered the service) (Priority Measure)	Sam Newton Adult Social Care & Housing	High	Quarterly	2.5%
2.B7		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Sam Newton Adult Social Care & Housing	High	Quarterly	75%

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
2.B8	We must commission services effectively working in partnership and co-producing with users and carers. We must use our resources effectively	All age numbers of New permanent admissions to residential/ nursing care for adults (Priority measure)	Sam Newton Adult Social Care & Housing	Low	Quarterly	315
2.B9		All age total number of people supported in residential/nursing care for adults (Priority Measure)	Sam Newton Adult Social Care & Housing	Low	Quarterly	1000

A. Communities are strong and help people to feel safe

Damien Wilson, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.A1(a)	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework.	Public perception of ASB (via the 'Your Voice Counts' quarterly survey)	Karen Hanson Regeneration & Environment	Low	Quarterly	5 % decrease on % outturn from 16/17
3.A1(b)		Reduce the number of repeat victims of ASB	Karen Hanson Regeneration & Environment	Low	Quarterly	Baseline Year
3.A2		An increase in the % of positive outcomes over the year, for reported Hate Crime cases	Karen Hanson Regeneration & Environment	High	Quarterly	10% Increase
3.A3		People at risk of Domestic violence, who are given successful support to: i) avoid or manage harm from others ii) Maintaining accomodation iii) Securing accomodation	Karen Hanson Regeneration & Environment	High	Quarterly	Baseline Year

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.A4	Ensure an robust, effective and efficient licensing service	% of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Quarterly	100 % of 1) eligible licence holders that have subscribed to the DBS online update service; 2) drivers that have completed the council's safeguarding awareness course; 3) vehicles that, where required to do so, have had a taxi camera installed 4) drivers that have obtained the BTEC / NVQ qualification.
3.A5(a)	Rotherham residents are satisfied with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live	Leona Marshall Assistant Chief Executive's Office	High - very or fairly satisfied	6 monthly	>79 %
3.A5(b)		b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	Leona Marshall Assistant Chief Executive's Office	High - very or fairly satisfied	6 monthly	>69 %
3.A6	Create a rich and diverse cultural offer and thriving Town Centre	Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn something, develop their skills or get a job	Polly Hamilton Regeneration & Environment	High	Quarterly	2017 would be baseline year
3.A7		Customer satisfaction with culture, sport and tourism services	Polly Hamilton Regeneration & Environment	High	Quarterly	2017 would be baseline year
3.A8		Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock Regeneration & Environment	High	Quarterly	>22,000,000

A. Communities are strong and help people to feel safe
B. Streets, public realm and green spaces are clean and well maintained

Damien Wilson, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.A9	Create a rich and diverse cultural offer and thriving Town Centre	Number of visits to the Councils, Culture and Leisure facilities a - Libraries b - Clifton Park Museum, archives and other heritage sites c - Civic Theatre d - Country Parks (Rother Valley, Thybergh and Clifton Park) e - Visitor Information Centre f - Events g - Engagement and Outreach Activities h - Leisure Centres i - Other activities delivered by Third Parties (Priority Measure)	Polly Hamilton Regeneration & Environment	High	Quarterly	2017 would be baseline year
3.B1(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Percentage of the principal road network in need of significant repair	Karen Hanson Regeneration & Environment	Low	Annual	To achieve National Average Latest DfT information available is 2015/16 - 3% (4%)
3.B1(b)		% of the non-principal road networks in need of repair	Karen Hanson Regeneration & Environment	Low	Annual	7%
3.B1(c)		% of unclassified roads in need of repair (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Annual	To achieve National Average- Latest DfT information available is 2015/16 - 17% Local target 22% (28%)

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.B2(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions) (Priority Measure)	Karen Hanson Regeneration & Environment	High	Monthly	50% increase in prosecutions (37+)
3.B2(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions) (Priority Measure)	Karen Hanson Regeneration & Environment	High	Monthly	5000
3.B3		Total number of customer contacts by service area and overall total. Service areas measured are a) Street Cleansing, b) Grounds Maintenance, c) Litter, d) Waste Management. Contacts measured are: i) Official complaints ii) Compliments received iii) Service Requests	Karen Hanson Regeneration & Environment	Low	Monthly	5% reduction in the number of official contacts
3.B4	Ensure an efficient and effective waste and recycling service	Number of missed bins per 100,000 collections (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Quarterly	60
3.B5		% of waste sent for reuse (recycling and composting) (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Quarterly	45%

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

Damien Wilson, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
4.A1	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region	Overall number of businesses in the borough	Paul Woodcock Regeneration & Environment	Low	Monthly	7000
4.A2		Increase Number of Business Births/Start Ups per 10,000 Resident Population 16+ years old) (Priority Measure)	Paul Woodcock Regeneration & Environment	High	Annual	55
4.A3		No of new businesses started with help from the Council	Paul Woodcock Regeneration & Environment	High	Annual/ Quarterly	Baseline Year
4.A4		Survival rate of new businesses (3 years)	Paul Woodcock Regeneration & Environment	High	Annual	60%
4.A5		% of vacant floor space in the Town Centre	Paul Woodcock Regeneration & Environment	Low	Quarterly	Baseline Year
4.A6		Number of jobs in the Borough (Priority measure)	Paul Woodcock Regeneration & Environment	High	Annual	1,000 per annum
4.A7		Narrow the gap to the UK average on the rate of the working age population economically active in the borough (Priority Measure)	Paul Woodcock Regeneration & Environment	High	Annual	For 2017/18, reduce the gap from 4.6% to 4.0% (Based on rolling 4 quarter average). Achieve national average over next 5 years, a 0.8% reduction in each year.
4.A8		Number of Planning Applications determined within specified Period: a) Major 13 weeks b) Minor 8 weeks c) Other 8 weeks	Paul Woodcock Regeneration & Environment	High	Annual	a) 95% b) 95% c) 95%

B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector
C. Adults supported to access learning improving their chances of securing or retaining employment

Anne Marie Lubanski, Strategic Director – Adult Social Care and Housing (Commenced 8th August 2016)

Ian Thomas, Strategic Director – Children and Young People’s Services

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
4.B1	Implement the Housing Strategy 2016-2019 to provide high quality accommodation	Number of new homes delivered during the year (Priority Measure)	Tom Bell Adult Social Care and Housing	High	Quarterly	10% more homes than 2016/17 (641)
4.B2		% of stock that is non-decent	Tom Bell Adult Social Care and Housing	Low	Quarterly	0.5%
4B3		% of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority Measure)	Karen Hanson Regeneration & Environment	High	Monthly	95%
4.C1	Improve participation, performance and outcomes of people aged 19+ accessing Council funded and RMBC delivered adult learning provision.	Increase the number of people engaging in adult learning	Karen Borthwick CYPS	High	Monthly	1,950 people
4.C2		Increase the number of learners progressing into further learning, employment and/or volunteering	Karen Borthwick CYPS	High	Monthly	55%

- A. Maximised use of assets and resources and services demonstrate value for money
- B. Effective governance Arrangements and decision making processes in place
- C. Staff listen and are responsive to customers to understand and relate to their needs

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

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
5.A1	Maximising the local revenues available to fund council services	% Council Tax collected in the current financial year	Graham Saxton Finance and Customer Services	High	Monthly	97 % (Top Quartile Met Authorities)
5.A2		% non-domestic (business) rates collected in the current financial year	Graham Saxton Finance and Customer Services	High	Monthly	98 % (Top Quartile Metropolitan Authorities)
5.B1	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	Number of pre-scrutiny recommendations adopted	James McLaughlin Assistant Chief Executive's Directorate	High	Quarterly	80 %
5.C1	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	Total number of complaints received by the Council	Jackie Mould Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable
5.C2		Total number of compliments received by the Council	Jackie Mould Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable
5.C3		% of complaints closed and within timescale (cumulative)	Jackie Mould Assistant Chief Executive's Directorate	High	Monthly	85 %
5.C4	Resident satisfaction - assessing whether residents feel informed accessing more services online	% of residents who feel that the Council keeps them informed	Leona Marshall Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	46 %
5.C5	Enable customers to be active and interact with the Council in an efficient way, accessing more services online	% of transactions online	Luke Sayers Finance and Customer Services	High	6 monthly	>36 %

D. Effective members, workforce and organisational culture

Shokat Lal, Assistant Chief Executive

Ian Thomas, Strategic Director – Children and Young People’s Services

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
5.D1	Staff and managers have an opportunity to reflect on performance , agree future objectives and are aware of how they contribute to the overall vision	% PDR completion (Priority Measure)	Sue Palfreyman Assistant Chief Executive’s Directorate	High	Annual	95%
5.D2	Sickness is managed and staff wellbeing supported	Days lost per FTE (Priority Measure)	Sue Palfreyman Assistant Chief Executive’s Directorate	Low	Monthly	10.1
5.D3	Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost (Priority Measure)	Sue Palfreyman Assistant Chief Executive’s Directorate	Low	Monthly	10% reduction
5.D4		Reduction in the amount of CYPs agency social workers (Priority Measure)	Mel Meggs CYPs	Low	Monthly	49
5.D5	Members are able to fulfil their roles as effective community leaders	% members receive a personal development interview leading to a structured learning and development plan	James McLaughlin Assistant Chief Executive’s	High	Annual	95%