



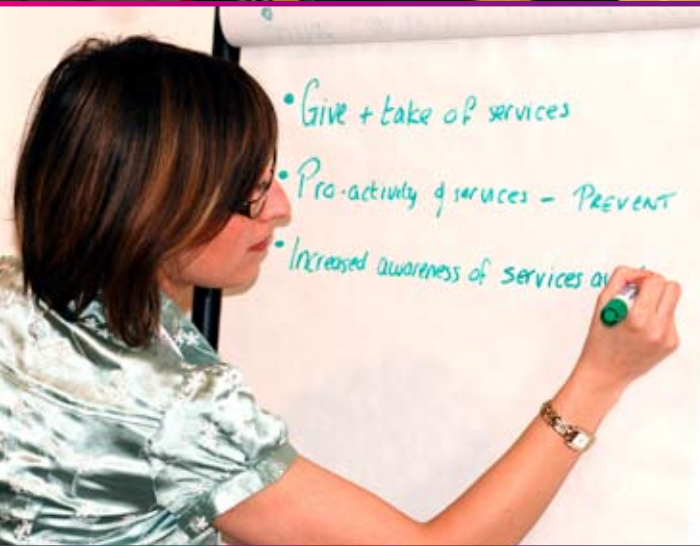
Neighbourhoods & Adult Services

Service Plan 2008/11

CUSTOMER
SERVICE
EXCELLENCE



The Government Standard



Executive Summary

This service plan sets out the strategic direction of Neighbourhoods and Adult Services over the next three years.

A 'Visioning Day' carried out in March 2008, attended by over 200 service users and stakeholders provided us with an overwhelming view about our priorities. Safety was the biggest concern of our residents - how safe people feel in their own homes and in their neighbourhood. Furthermore concern was expressed about the way people are treated by organisations and people who should be caring for them. Many of the comments were based on anecdotes rather than personal experience.

As a result we have identified two priorities which focus on improving the safeguarding of vulnerable adults and improving the perception of fear of crime by making our Safer Neighbourhood Teams more responsive, accessible and visible.

The feedback from the audience at the end of the visioning day was very positive with one member of the audience commenting, "I wasn't sure what today was about before I came. Sometimes you get the feeling that people are asking your opinion but taking no notice – that wasn't the case today. There were senior people who listened and responded. You felt as if what you were saying was being taken seriously and that there would be a better future for Rotherham because of mine and others input."

This provides us with reassurance that we are gaining the trust of our customers and could be seen as a reflection of the quality of the relationships we have established with our customers. Maintaining and building on this relationship is easy if we continue to listen and provide them with more and more control over the things that affect their lives.

Since the Directorate was established just over a year ago we have tackled a number of organisational issues such as:

- Restructuring our services around our customers needs,
- Effectively dealing with the massive budget pressures,
- Introducing stronger financial management arrangements which has lead to the first time achieving a balanced budget
- Putting in place strong leadership and communication principles
- A culture of learning from customers and staff

Without this we would not have achieved the significant performance achievements, and having a massive contribution to the Council achieving 4 Star – Excellent in February 2008 such as:

- Through the Safer Rotherham Partnership, jointly chaired by the Director of Adult Social Services since January 2007, we have played a pivotal role in reducing crime by 9% over the last 12 months.
- Housing Market Renewal Pathfinder Programme -100% delivered with an over-programming of £2m spent.
- Doubling the number of social care assessments, eliminating historical backlogs, trebling the number of people who have an annual review and helping 374 more people to live at home.
- Our Area Assemblies receiving the Local Government of Yorkshire and Humberside award for 'Stepping Up To The Challenge' in December 2007.

We will be putting additional resources into equipping our workforce for the new arrangements that are being put in place. This includes taking time to simply allay fears about independent sector. We will need to continue to support our workforce to successfully adapt to the culture change taking place.

Big difficult decisions have been made over the last 12 months to achieve better value for money. Shifting the balance of domiciliary care from in-house services to the independent providers will achieve savings of over £1.4m which can be re-invested into helping more people live at home. We have put in place strong arrangements for performance management and service quality. We have also established an Innovations team, which is helping us radically re-shape services, placing control in the hands of our customers, delivering better outcomes and improving value for money.

There have been a number strategic developments undertaken that will shape the future of our service and over the course of this plan will deliver significant outcomes for the people of Rotherham. The Joint Strategic Needs Assessment, which was developed in partnership with the PCT, has provided us with a clear insight into the challenges that faces our service over the next 15 years. Delivering the Commissioning Strategy will be vital to this, this sets out how we will transform our services to meet future need. The development of the Housing Strategy will see investment of £35m into the borough for the next three years to improve the range, quality and choice of housing.

These challenges, developments and most importantly listening to our customers have shaped our strategic objectives for the next three years.

They are:

1. To improve access and standards of service where performance compares less well with the best to contribute to an excellent rating by the year 2009.
2. To further reduce the problem of crime and anti-social behaviour in a way which contributes to the reduction of the fear of crime by the year 2011
3. To increase affordable housing and make better use of available housing stock in all sectors in a way which improves the range and quality of housing by the year 2011
4. To modernise services so that they are designed in a way which maximises people's independence by the year 2011.
5. To encourage innovation to develop new services in a way which contributes to helping more people live at home by the year 2011.
6. To improve services for carers in a way which increases the level of support, resources and employment opportunities given by the year 2011
7. To strengthen our approach to safeguarding adults in a way which contributes to reducing cases of abuse and increases the perception of our services delivering personal dignity and respect by 2011

“94% of Neighbourhoods Key Performance Indicators achieved their target for 2007/08”.

“Achieved 3 out 4 for Housing Performance, positively contributing to the 4 Star Comprehensive Performance Assessment rating for the Council”



Our Mission

'Services are available in a way that enables people to exercise power and control over their own life.'

Our Vision

To provide integrated local services so that:

- People can exercise choice, retain their independence, be offered protection and have equality of access.
- Communities are active and shape local services to meet their characteristics and needs
- Neighbourhoods are safe, free from crime and places to be proud of.

Measuring our Success

In this Service Plan we have also set ourselves higher standards to reach so that we can compare with the best in the Country and receive formal recognition in areas where we believe we can achieve excellence. We aim for:

- Improve the CPA Housing Service Block, Environment Block Score, Older People Block Score by December 2008
- Achieve a Three Star Excellent Annual Performance Assessment Score for Social Care by December 2009
- Achieve a Three Star Housing Management Service by December 2011
- Achieve a Three Star Strategic and Enabling Service by December 2010
- Achieve Top Quartile/Top Band status for our high priority Best Value Performance Indicators/Comprehensive Performance Assessment Indicators by April 2009
- Achieve a 2.5% Annual Efficiency Gain across the Directorate each year
- Achieve Satisfaction Levels within the Top Quartile by March 2010
- Achieve Local Area Agreement Targets by March 2011
- Contribute to achieving Level 5 Equalities and Diversity Standard by December 2008
- Achieve Customer Service Excellence Standard for the whole of Neighbourhoods and Adult Services by July 2008
- Retain Investors In People by December 2008
- Improve our overall Employee Opinion Survey scores by December 2008.

“Achieved Beacon Status in partnership with EDS for ‘Better Public Places’”.

We have adopted an action learning approach which should help us maintain the pace of change up to and during a number of critical reviews that will take place in the next twelve months. These include:

- Adult Services Annual Performance Assessment in July 2008.
- Audit of Neighbourhoods and Adult Services KPI's in July 2008
- Base Budget Reviews of Supporting People, Residential Homes and Area Based Grants by October 2008.
- Customer Service Excellence Standard assessment of all customer facing Neighbourhoods and Adult Services in June 2008.
- ALMO Inspection in June 2008
- Investors In People re-assessment in October 2008.

There are some fundamental ways of working that run through the improvements being made:

- Strengthening user involvement, empowerment and personalisation to improve and innovate service delivery
- Adopting a stronger campaigning role in all areas of our activity, particularly in relation to community safety.
- Strengthening our approach to the safeguarding and protection of adults.
- Reshaping services through local, integrated ways of working and stronger partnership arrangements
- Challenging commissioning and delivery arrangements to ensure that services are efficient and effective and delivering value for money and
- Improving the involvement and access of BME groups and rural communities and addressing disability and gender equality issues

Section 1 – Strategic Context

Our Strategic Framework

The national performance and policy framework has changed over the last 18 months. The publication of the two White Paper in 2006 ('Strong and Prosperous Communities' by the Department for Communities and Local Government) and ('Our Health, Our Care, Our Say' by the Department of Health) have become a reality. The new national framework consists of the following regulatory frameworks;

- Local Area Agreement (LAA) 'up to 35' indicators – this is a contract between the priorities of local people (Members), local services and Government which goes live from June 2008 to 2011. We are in the process of agreeing these indicators which will consist of crime, anti social behaviour, affordable housing, health and social care indicators. (See Section 4)
- National Indicator Set (NIS) of 198 measures was published as part of the Comprehensive Spending Review (CSR, October 07) based on new and existing Public Service Agreement (PSA) and Departmental Strategic Objective (DSO) targets. This goes live from 1 April 2008 and replaces the 1200 indicators there were previously. We will be working to adopt these new measures in 2008/09. (See Section 4)
- Outcomes framework - containing 9 social care outcomes. This signals the Government's strategic intention to shift the emphasis of health and social care from acute and intensive interventions, towards community and preventative services. It is also unprecedented in that it addresses these issues across health and social care in the same white paper around the themes of independence, choice, diversity of providers and well-being. The 'Putting People First' concordat translates the Department of Health spending into the priorities identified in CSR 2007.
- Comprehensive AREA Assessment (CAA) goes live in 2009. This will replace Comprehensive Performance Assessment (CPA) and will focus on local delivery rather than specific organisational performance. E.g. it will assess the quality of housing in an area rather than the quality of the different individuals who provide it. It's about the Councils' community leadership role, the quality of relationships between people and places – what do people think we are like, what is quality of the neighbourhood like, do they value their involvement and whether it leads to change.

Our Statutory Frameworks

The strategic direction of this service plan is also governed by the key drivers set by the government's reforming and modernising agenda and the emphasis on partnership working which includes continuous improvement in services for customers.

The work of Neighbourhoods and Adult Services is structured by a number of statutory pieces of legislation, which include:

- National Assistance Act 1948;
- Chronically Sick & Disabled Persons Act 1986;
- Environmental Protection Act 1990
- Crime and Disorder Act 1998;
- The White Paper "Valuing People" 2001;
- Housing Act 2004;
- The White Paper "Our Health, Our Care, Our Say" 2006;
- The White Paper "Strong and Prosperous Communities" 2006;
- Mental Health Act 2007,
- Housing Green Paper - Homes for the future: more affordable, more sustainable 2007
- Health and Social Care Bill 2007
- The Local Involvement Networks Regulations 2008

This service plan will require continual adaptation to incorporate the key agendas facing Neighbourhoods and Adult Services and Local Government as they unfold. As a directorate we will continue to work closely with other directorates within the Council, the Police Authority, the Rotherham Primary Care Trust, Doncaster and South Humberside Trust (DASH), Environment Agency, 2010 Rotherham Ltd and other partners. Our drivers come from local and national policies and are supported by the Performance Assessment Framework (PAF), the second generation of the Local Area Agreement (LAA) and Comprehensive Performance Assessment (CPA).

National Drivers:

A Sure Start for Later Life (2006)	The report suggests the approach of Sure Start in re-shaping children's services can work just as well for older people. There are a number of agreed cross-government action points set out in the report around issues such as health and wealth, housing, quality of life, participation and equality and discrimination.
Direct Payments Guidance: Community Care, Services for Carers and Children's Services (Direct Payments) (2003)	The guidance outlines that instead of a local council providing certain social care services, they are required, in certain circumstances, to make direct payments to enable a person to obtain for themselves the services that they are assessed as needing.
Fair Access to Care Services (2003)	A national framework from the Department of Health identifies eligibility criteria social care services it provides through. The framework ensures a greater consistency across the country on how decisions are made about whether people have services or not. Decisions about who should receive social care services are based on an assessment of the risks to both immediate and long term independence.
National Service Framework for Long Term Conditions (2005)	The NSF aims to transform the way health and social care services support people to live with long-term neurological conditions. Key themes are independent living, care planned around the needs and choices of the individual, easier, timely access to services and joint working across all agencies and disciplines involved.
National Service Framework for Mental Health (1999) and the NHS Act 2000	This set the framework for new national standards and service models of care across health and social services for people with mental health problems and have influenced the development of integrated and robust crisis services, assertive outreach teams, and early intervention teams, as well as setting an agenda of social inclusion.
National Service Framework for Older People (2001)	The framework sets new national standards and service models of care across health and social services for all older people, whether they live at home, in residential care or are being looked after in hospital.

“CSCI rated us as a ‘Good with promising capacity to improve’ Social Care Service, particularly the way we help people to make a positive contribution. The report identifies 60 areas of strength, which far outweigh 29 areas of weakness.”

<p>Our Health, Our Care, Our Say – a new direction for community services (2006)</p>	<p>This signals the Government's strategic intention to shift the emphasis of health and social care from acute and intensive interventions, towards community and preventative services. It is also unprecedented in that it addresses these issues across health and social care in the same white paper around the themes of independence, choice, diversity of providers, and wellbeing. This signals the Government's strategic intention to shift the emphasis of health and social care from acute and intensive interventions, towards community and preventative services. It is also unprecedented in that it addresses these issues across health and social care in the same white paper around the themes of independence, choice, diversity of providers, and wellbeing.</p>
<p>The Hills Review (2007)</p>	<p>This reports on the future role of the social rented sector and how it was failing to achieve its full potential by contributing to mixed communities and providing opportunities for employment. This reports on the future role of the social rented sector and how it was failing to achieve its full potential by contributing to mixed communities and providing opportunities for employment.</p>
<p>The Cave Review (2007)</p>	<p>This recommends reform in the regulation of social housing, the findings of which have informed the new Housing and Regeneration Bill. The purpose of the Bill is to support the delivery of housing, reform social policy regulation and reform social housing. This recommends reform in the regulation of social housing, the findings of which have informed the new Housing and Regeneration Bill. The purpose of the Bill is to support the delivery of housing, reform social policy regulation and reform social housing.</p>
<p>Lifetime Homes, Lifetime Neighbourhoods: A National Strategy for Housing in an Ageing Society (2008)</p>	<p>This strategy sets the governments' response to the challenge of meeting the housing needs of the ageing of the population through creating Lifetime Homes in Lifetime Neighbourhoods. It outlines plans for making sure that there is enough appropriate housing available in future to relieve the forecasted unsustainable pressures on homes, health and social care services.</p>



“150 unsustainable homes demolished and families re-housed into decent homes.”

Our Key Strategies and Plans

The following table describes the current strategies and plans which Neighbourhoods and Adult Services have in place or to which we contribute. These strategies are subject to a review throughout the year:

Carers Strategy	Recognises the value of carers by undertaking quality needs assessments, raising awareness that creates a culture of providing support for carers and ensuring effective use of funding streams.
Children and Young Peoples Plan and Well-Being Strategy	Identifies linkages and joint working arrangements to deliver against the Every Child Matters agenda.
Community Safety Strategy	Developed through the Safer Rotherham Partnership it focuses on eight overall priorities. Illegal drugs; offending and re-offending; vulnerable people; violent crime; domestic burglary; vehicle and business crime; anti-social behaviour; fear of crime and young people as victims and offenders to deliver of section 17 of the Crime and Disorder Act 1998.
Commissioning Strategy	Provides a framework for the strategic commissioning of services for adults for the next 15 years based upon the finding of the JSNA. It details the commissioning activity, market development and cultural changes that are required to modernise and deliver our statutory responsibility, improve performance, value for money and outcomes for our customers.
Joint Commissioning Strategy	This strategy focuses on the commissioning intentions of Rotherham MBC and Rotherham PCT in relation to adult services. It presents an analysis of local need, describes services that currently exist and highlights gaps in provision. It identifies those service areas where a joint approach is most effective and sets out proposals on joint commissioning arrangements, service reconfiguration and resource allocation. The joint focus for the next 3 years will be on the management of long term conditions, intermediate care, older people's mental health and preventing avoidable admissions from residential and nursing care to hospital.
Direct Payments Strategy	The intention of this strategy is to focus on adopting a user-centred approach to assessment and care management that promotes independent living and quality of life, to work in partnership to offer greater choice and flexibility and involving service users and carers in the development, delivery and monitoring of direct payments. This strategy will be developed as we define our Directorate's approach to the personalisation agenda.
Enviro-Crime Strategy	Aims to strengthen enforcement and educational marketing to improve neighbourhoods, influencing the feeling of pride in local areas and developing stronger relationships between service providers and local communities

“Implemented the Smoking ban and achieved business compliance which was over 3 times national average.”

Housing Strategy	The overarching strategy considers 3 key themes around balancing the housing markets; quality housing and placemaking; and achieving inclusion and access. It contains a number of sub-strategies and plans that sit under the main umbrella which includes homelessness; rural housing; private sector housing; BME housing; supporting people; extra care housing and market renewal
Modernisation Strategy	In its initial stages the strategy focuses on the provision of high quality residential and extra care housing services. The Extra Care Housing Services are modern, flexible, high quality services which promote independent living and avoid inappropriate admissions to long term care. The strategy will be redefined to focus on re-ablement and will be delivered in partnership with the independent sector to demonstrate improved value for money.
Public Health Strategy	Focuses on a partnership approach with the NHS in three key policy areas – prevention of ill health; protection of health; and health promotion
Regeneration Plan	The plan shows the Council's contribution to the regeneration of the borough with a clear focus on improving and promoting the image of Rotherham by providing a sustainable environment for business; neighbourhoods of quality, choice and aspiration; an excellent setting for people to fulfil their potential; and the achievement of Town Centre Renaissance.
RESPECT Action Plan	To deliver significant and sustained reductions in anti-social behaviour; the fear of anti-social behaviour and its underlying causes.
Supporting People Strategy	Addresses the diverse needs of vulnerable people by establishing effective partnerships with the PCT, Probation Service and the National Offender Management Programme. The strategy also details how reductions in funding will be addressed.
Community Development Strategy	The Community Development Strategy sets out how the Council along with its Partners will ensure that Rotherham will be a place where residents play a leading role in the development of their own communities and delivery of services. A place where we have "Vibrant and engaged communities where individuals and groups are able to work effectively together to regenerate the area, improve and deliver public services and generally enhance the quality of life through independent action and mutual support."
Area Plans	Each of the 7 Area Assemblies have an Area Plan which is divided into the five over-arching themes identified in the Community Strategy. Within the five themes of the Community Strategy the 7 Area Plans are reflective of the issues raised by local communities. The Area plans provide our Customers with details of the key actions that will be taken over the next 12 months by the Council and its partners to address the issues raised through the Community planning process.

“Area Assembly Team won the Local Government Yorkshire and Humberside ‘Stepping Up to the Challenge’ award in December 2007.”

Section 2 – Our Priorities

Our Year Ahead Commitments

The Year Ahead Statement sets out the Council's key priorities for the coming year. It provides an overview of those things which matter most in the near term and sets out the action that we will be taking to move the Council forward. The document pulls together the key priorities from across the Directorates, which in turn form the measurement for overall Corporate progress.

Our Year Ahead Commitments for 2008/09 are our key priorities for the first year of the delivery of this Service Plan (identified in bold in the Action plans in Section 3). These are:

1. Shift the balance from in house domiciliary care to the independent sector to provide better value for money, while introducing reablement to promote independence and quality of life for service users..
2. Complete the modernisation of the OT service to improve performance and quality to meet other assessment standards.
3. Develop a Carers Strategy which will significantly increase the support available to carers
4. Carry out an appraisal of the options for delivering the housing management and maintenance services post 2010.
5. Implement the findings of the review of our Safer Neighbourhood Teams.
6. Increase the number of affordable housing in Rotherham through the delivery of a range of investment vehicles.
7. Evaluate the impact of changing the current FACs criteria in conjunction with service users.
8. Express our commitment to the safeguarding agenda by making sure that all NAS staff receive adult safeguarding training to raise the level of awareness and vigilance in relation to adult protection.



“Housing Market Renewal Pathfinder Programme - 100% delivered with an over-programming of £2m spent.”

Our Strategic Objectives and Priority Actions 2008 - 2011

Our Strategic Objectives have been identified through consultation with our customers and shaped by national and local priorities. They also reflect the priorities highlighted in the Corporate Plan and Community Strategy, focus on delivery against the Outcomes Framework and drive through the improvements identified through the Councils'Our Futures' work programme. These have been identified in areas where we can have a real and major impact in the Borough and as part of the developing integrated financial and business planning process.

Our budgets have been firmly aligned to these priorities linked to the community strategy.

Strategic Objective 1:

To improve access and standards of service where performance compares less well, with the best to contribute to an excellent rating by the year 2009.

Contributing to Increasing Choice and Control, Maintaining Personal Dignity and Respect and Improved Quality of Life and ROTHERHAM ACHIEVING & FAIRNESS

- Provide customer access 24/7 including web access for all services by December 2008. (Kim Curry)
- Implement Assessment Direct across NAS (Kim Curry)
- Complete the modernisation of the OT Service to improve performance and quality to meet other assessment standards (Kim Curry)
- Achieving Level 5 of the Equalities Standard specifically testing whether services are culturally sensitive. (Kim Curry)
- Improve information, advice and support for people who fund their own services. (Kim Curry)
- Increase participation, involvement and satisfaction with opportunities to be involved in decision making through Area Assemblies (Michelle Musgrave)
- Put in place multi-agency performance management framework for measuring the impact of the delivery of Neighbourhood Charters/ Standards at Area Assembly level so that communities can hold service providers accountable (Michelle Musgrave)
- Assessments and provision of service reflects the demographic make up of the population. (Sam Newton)
- Increase performance of the number of people who receive an annual review and statement of need to best in class (Sam Newton)

Strategic Objective 2

To further reduce the problem of crime and anti-social behaviour in a way which contributes to the reduction of the fear of crime by the year 2011

Contributing to Freedom from Discrimination and Harassment and ROTHERHAM SAFE

- Work in partnership with the Safer Rotherham Partnership to reduce by 5% recorded domestic violence offences by March 2009 through the delivery of the Domestic Violence Strategy. (Michelle Musgrave)
- Reduce the incidence and impact of anti-social behaviour in our communities from 48% to 43% by March 09, through the delivery of the RESPECT action plan (Michelle Musgrave)
- Implement a multi-agency approach to 'Every Contact Counts' and a marketing and feedback framework to increase community confidence and safeguarding of vulnerable and elderly people. (Michelle Musgrave)
- Increase business compliance from 92.7% to 93.7% with regards to underage alcohol and tobacco sales (Michelle Musgrave)
- Implement the findings of the review of our Safer Neighbourhood Teams (Michelle Musgrave)
- Put in place improved customer access arrangements for reporting community safety issues (Michelle Musgrave)
- Develop a new community cohesion and tension monitoring service for Rotherham to improve the way in which community cohesion and tension is co-ordinated and broadens its focus to address all Hate Crime (Michelle Musgrave)

Strategic Objective 3:

To increase affordable housing and make better use of available housing assets in all sectors in a way which improves the range and quality of housing to create lifetime homes and sustainable neighbourhoods by the year 2011

Contributing to Improved Quality of Life and Economic Wellbeing and ROTHERHAM PROUD & SUSTAINABLE DEVELOPMENT

- Deliver and implement the 2008 – 11 Housing Strategy incorporating the Private Sector, Rural and Homelessness Strategies (Michelle Musgrave)
- Deliver the 2008-11 27m Housing Market Renewal Investment Programme to regenerate communities. (Michelle Musgrave)
- Increase the number of affordable housing in Rotherham in 2008/9 by 138 through the delivery of a range of investment vehicles (Michelle Musgrave)
- To reduce the number of private sector empty properties by 60 through the delivery of a range of investment vehicles and intervention work (Michelle Musgrave)
- Deliver 100% Decent Homes Target (Supportive Role) (Michelle Musgrave)
- Reduce fuel poverty for the most vulnerable sections of our community through the implementation of the private sector investment plan and Affordable Warmth and Energy Plan, improving SAP Rating from 60 to 62 in the private sector (Michelle Musgrave)
- Carry out an appraisal of the options for delivering the housing management and maintenance post 2010 (Michelle Musgrave)
- Deliver the Strategic Landlord Excellence Plan (Michelle Musgrave)
- Increasing access to social and affordable housing through the use of Choice Based Lettings across all tenures (March 09). (Kirsty Everson)
- Develop an accommodation strategy for older people to meet the demographic challenges for future years. (Sept 08) (Kirsty Everson)
- Review the housing register to facilitate the implementation of the new allocation policy and to improve people's chances to access social housing (Sept 08) (Kirsty Everson)



“23 Ultra thermally efficient homes built and occupied at Henley Rise”

Strategic Objective 4

To modernise services so that they are designed in a way which maximises peoples independence by the year 2011.

Contributing to Improved Health and Wellbeing, Commissioning and Use of Resources and ROTHERHAM PROUD

- Shift the balance from in house domiciliary care to the independent sector (35/65) to provide better value for money and introduce reablement to improve independence and quality of life for customers (March 2009) (Shona McFarlane)
- Review of transport/taxi arrangements to encourage independence (Dec 08) (Shona McFarlane)
- Reshape the provision of community/meals on wheels services (June 08) (Shona McFarlane)
- Transform Social Care to increase choice through implementing and increasing the use of self directed so that it becomes the default position for those eligible for services (Kim Curry)
- Implement the Joint Commissioning Strategy with the PCT (Kim Curry)
- In conjunction with the PCT develop and progress a joint work programme (Kim Curry)
- Implement the Commissioning Strategy (Kim Curry)
- Review commissioning options for Day Care services (Kim Curry)
- Increase the number of high level home care packages so that people remain independent for longer from 13.9% to best in class performance of 28% by 2011. (Sam Newton)
- Contribute to the delivery of the Obesity Strategy through better utilisation of our Community/Neighbourhood Centres for health initiatives (March 09) (Kirsty Everson)
- Explore the concept of and establish the need for a fit for purpose 'Independent Living Centre' (Sept 08) (Kirsty Everson)
- Deliver 24 units of move on accommodation to reduce temporary accommodation use. (Michelle Musgrave)
- Modernise the Business Regulation service following Hampton review. (Michelle Musgrave)

Strategic Objective 5:

To develop innovative services in a way which contributes to helping more people live at home by the year 2011.

Contributing to Increased Choice and Control and ROTHERHAM ALIVE

- Invest in assistive technology and reconfigure resources for sustainable future options (July 08) (Kirsty Everson)
- Fundamentally review our approach to Extra Care in order to meet future demographic challenges (Sept 08) (Kirsty Everson)
- Redesign the support services to sheltered housing tenants and people in aged person accommodation to deliver a responsive, mobile, modernised and fit for the future service. (March 09) (Kirsty Everson)
- Review the provision of the Community Equipment Service in line with 'Putting People First' (Dec 08) (Kirsty Everson)
- Modernise the Intermediate Care service in partnership with the PCT (Shona McFarlane)
- Evaluate the impact of changing the current FACs criteria in conjunction with service users. (Kim Curry)
- Implement Electronic Social Care Records (Kim Curry)
- Hold 4 distinct 'Visioning Events' which each lead to innovative ideas that are low cost but provide significant improvements to our customers. (Kim Curry)

“Energy efficiency ratings improving from a rating of 61 to 66 meaning that customers have more affordable heating systems which should improve health outcomes,”

Strategic Objective 6:

To improve services for carers in a way which increases the level of support, resources and employment opportunities given by the year 2011

Contributing to Economic Wellbeing and ROTHERHAM ACHIEVING

- Hold a 'Visioning' event with all stakeholders to identify key improvements to services for carers. (Kim Curry)
- Develop a Carers Strategy which will significantly increase support available to Carers through: (Kim Curry)
 - Increasing the number and quality of assessments and reviews for Carers
 - Improving the take up and awareness of existing advice and support available including electronic marketing;
 - Supporting for carers who wish to work to gain employment. :
 - Commissioning different support options for Carers:
 - Increasing the take-up of the Carers Emergency Scheme:

Strategic Objective 7

To strengthen our approach to safeguarding adults in a way which contributes to reducing cases of abuse and increases the perception of our services delivering personal dignity and respect by 2011

Contributing to Personal Dignity and Respect and ROTHERHAM SAFE

- Status and profile of the Safeguarding Adults Committee to be raised (Sam Newton)
- Develop a safeguarding impact and needs assessment (Sam Newton)
- Agree a policy and arrangements with partners to ensure all their staff receive adult safeguarding training (Kim Curry)

- All NAS staff receive adult safeguarding training to raise the level of vigilance in relation to adult protection (Kim Curry)
- Integrate safeguarding into the Safer Rotherham Partnership agenda (Kim Curry)
- Review the information produced for customers and staff for reporting and dealing with concerns (Kim Curry)
- Develop a performance management framework for safeguarding adults to drive up performance in the following indicators (Kim Curry)
- Implement a Quality Assurance framework for Residential Homes which incorporate and embed the Dignity and Care framework (Kim Curry):
 - Availability of single rooms – minimum target of 100% (our score last two years)
 - Number of referrals – minimum target of 20% increase from last year e.g. 241 (20% is national average),
 - Number of completed cases as a % of referrals – minimum target of 71% (national average),
 - Number staff trained in safeguarding and expenditure – minimum target of 71% (national average),
 - % of independent sector staff funded/commissioned by the Council that have been trained in safeguarding – minimum target of 31% (national average).
- Develop and expand safeguarding measures to protect vulnerable people from 'rogue traders'. (Michelle Musgrave)
- Strengthen safeguarding management systems to improve accessibility, responsiveness, quality and effectiveness of learning and improving the service as a result. (Sam Newton)

“A new Domestic Violence Strategy has been adopted by and its progress report to the Safer Rotherham Partnership.”

Neighbourhoods and Adult Services – Service Plan Golden Thread

Rotherham Achieving

Economic Well-Being – access to income and resources sufficient for a good diet, accommodation and participation in family and community life. Ability to meet costs arising from specific individual needs

Objective 6 – To improve services for carers in a way which increases the level of support, resources and employment opportunities given by the year 2011.

Contributing to Economic Wellbeing

Making a Positive Contribution – maintaining involvement in local activities and being involved in policy development and decision-making

Objective 1 – To improve access and standards of service where performance compares less well, with the best to contribute to achieving an excellent rating by the year 2009.

Contributing to Increased Choice and Control, Maintaining Personal Dignity and respect and Improved Quality of Life
Making a Positive Contribution

Rotherham Safe

Freedom from discrimination or harassment – equality of access to services for all who need them. Those who need social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm.

Objective 2 – To further reduce the problem of crime and anti-social behaviour in a way which contributes to the reduction of the fear of crime by the year 2011.

Contributing to Freedom from Discrimination and Harassment

Rotherham Learning

Personal Dignity and Respect – not being subject to abuse. Keeping clean and comfortable. Enjoying a clean and orderly environment. There is availability of appropriate personal care.

Objective 7 – To strengthen our approach to safeguarding adults in a way which contributes to reduce cases of abuse and increases the perception of our services delivering personal dignity and respect by 2011.

Contributing to Personal Dignity and Respect

Rotherham Alive

Improved Quality of Life - access to leisure, social activities and life-long learning and to universal, public and commercial services. Security at home, access to transport and confidence in safety outside the home.

Objective 3 – To increase affordable housing and make better use of available housing assets in all sectors in a way which improves the range and quality of housing to create lifetime homes and sustainable neighbourhoods by the year 2011.

Contributing to Improved Quality of Life and Economic Wellbeing

Improved health – enjoying good physical and mental health (including protection from abuse and exploitation). Access to appropriate treatment and support in managing long term conditions independently. There are opportunities for physical activity

Objective 5 – To develop innovative services in a way which contributes to helping more people live at home by the year 2011.

Contributing to Improved Health and Economic Wellbeing, Commissioning and Use of Resources.

Rotherham Proud

Increased Choice and Control – through maximum independence and access to information. Being able to choose and control services and helped to manage risk in personal life

Objective 4 – To modernise services so that they are designed in a way which maximises peoples independence by the year 2011.

Contributing to increased choice and control.

Sustainable Development

Cross-Cutting - Commissioning and Use of Resources

Cross Cutting - Leadership

Section 3 – Our Profile

Our Structure

Neighbourhoods and Adult Services

Following completion of a re-structure during 2007, the Directorate now delivers its services through five Departments:-

Commissioning and Partnerships is responsible for the delivery of quality and effective services across Neighbourhoods and Adult Services. The service undertakes research, and drives forward future planning, policy-making and development of services to meet local and national priorities, and to meet the expectations and requirements of current and future customers. The service is also responsible for the effective commissioning and monitoring of services contracted to external providers. Managing the business and finances of Neighbourhoods and Adult Services is also a key role of Commissioning and Partnerships.

Independent Living promotes the independence of adults in Rotherham by providing a range of services covering many diverse aspects of housing and support services for vulnerable people in the community. Providing services which evaluate and respond to individual housing needs through the Key Choices Property Shop, and housing which meets the needs of some of the most vulnerable customers through services such as Extra-Care Housing, Adaptations, Independent Support and the RotherCare Community Alarm Scheme.

Assessment and Care Management is responsible for assessing the health and social care needs of adults in Rotherham who are older people or have a physical disability or sensory impairment. By delivering a service which manages the process from the first point of contact, through to a social care assessment and regular assessment reviews; Assessment and Care Management aims to meet the ongoing social care needs of adults in Rotherham by identifying services which promote independence. The service is also responsible for safeguarding vulnerable adults in Rotherham who are identified as being at risk from abuse.

Health and Wellbeing delivers social care and support services to adults in Rotherham. Health and Wellbeing includes the delivery of home care, meals-on-wheels, laundry and transport services to vulnerable adults in the community; as well as residential care, day care and intermediate care services. Health and Wellbeing is responsible for the joint Learning Disability Service provided in partnership with Rotherham Primary Care Trust and is linked to the integrated mental health services provided by Rotherham Doncaster and South Humber Mental Health Foundation Trust (RDASH).

Housing and Neighbourhood Services work across a diverse area to ensure that communities are sustainable, stronger and safer. Teams within this Department drive forward the Council's sustainable communities through investing in deprived communities and managing regeneration projects, supported by health and enviro-crime teams protecting both the environment and communities by managing healthy Air Quality, Contaminated Land, Animal Health and Welfare and Food, Health and Safety, Trading Standards, Licensing and Consumer issues. The Department works with Area Assemblies and other partner agencies to tackle Anti-social Behaviour, Community Safety and other public protection work which has a visible presence within communities through Rotherham Wardens and Safer Neighbourhood Teams.

Our Achievements

CPA – Contributing to achieving a 4 Star Council

In February the Council achieved 4 Star , Excellent Council status, following the 2007 Comprehensive Performance Assessment. This is a major achievement taking into account that only four years ago we were rated as “weak” and seen as one of the poorest performing Councils in the country.

It is evident in reading the report, which is available on the Council's website, how significant the contribution of Neighbourhoods and Adult Services is to this achievement. The Audit Commission highlighted the following areas of strength:

- A 'Good with promising capacity to improve' Social Care Service, particularly the way we help people to make a positive contribution
- Well developed joint working arrangements with health partners
- Through the Safer Rotherham Partnership, overall crime has reduced by 9%.
- The use of Visioning days to review areas such as Occupational Therapy and Intermediate Care
- Using mystery shoppers in care homes and video diaries to capture user experience

- Opening of Breathing Space respiratory centre which is contributing to accurate diagnosis and smoking cessation.
- Achieving 3 out of 4 for Housing and Social Care Performance.

Achieving a 'Two Star – Good' Adult Social Care Service

The 2007 Social Care Annual Performance Assessment (APA) identifies that Rotherham is a two star (Good) Authority with "promising prospects" for improvement. This maintains the score achieved in 2006. This assessment is based upon the 2006/07 Self Assessment Survey submitted in May 2007. Supplementary evidence was requested to support the judgement by the Commission of Social Inspectorate (CSCI) and culminated in the Annual Review Meeting (ARM) which took place in August 2007. Our judgements are as follows:

The report identifies 60 areas of strength, which far outweigh the 29 areas of weakness. This maintains a platform on which to improve services and raise the standard of services towards excellent next year.

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Adequate
Making a positive contribution	Excellent
Increased choice and control	Adequate
Freedom from discrimination or harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Adequate
Capacity to Improve (Combined judgement)	
Leadership	Promising
Commissioning and use of resources	
Star Rating	2 Stars

- The Beacon Award recognising the extensive involvement of service users
- Service users inspecting to quality standards

Our Cabinet Member for Adult Services and the Adult Social Care and Health Scrutiny Panel endorsed the 'Annual Performance Assessment Excellence Plan' to address the areas of weakness.

The key outcomes delivered through this excellence plan are :

- Health & Wellbeing –
 - Increased level of reviews from 45 to 76 (2338 more reviews)
- Improved Quality of Life –
 - Undertaken 638 more assessments
 - Reduce the back log of assessments from 300 to 0
 - We have helped 374 more older people to live at home this year compared to last year;
 - 47 less admissions to residential and nursing care.
 - Reduced waiting times for major adaptations from 183 days to 52 days
 - Delivered 3207 additional pieces of equipment in 7 days
- Making a Positive Contribution –
 - Become Standard Bearers for Cabinet Office Customer Service Excellence Standard
- Increased Choice and Control –
 - reduced assessment times from 11 weeks to 1 week
 - increased statement of need from 83 to 89 (7190 statements)
 - Put in place a 24/7 service and web access to social care assessments
 - Improved complaint response from 72% to 94%, increased complaint satisfaction and reduced the number of complaints by 10%.
- Economic Wellbeing – 2
 - 46 more carers supported
 - Improved number of people on direct payments from 137 to 176

Improve performance on Care Reviews and providing Statements of Need

We have significantly improved our performance on reviews over the past 3 months and have improved performance from 45% to 76%. This improvement equates to 2000 more service users receiving a review of their needs than in the previous year.

This has been achieved by:

- Establishing a centralised review team.
- Putting in place a support framework for SWIFT input.
- Setting individual and team targets monitored weekly through the use of Performance Clinics.
- Putting in place new managerial arrangements to strengthen the focus and prioritising of reviews.

We have also improved our performance on issuing a statement of need to our services users following a review or assessment. This year 646 more statements of need have been completed, improving our performance from 83% to 89%. This has been achieved through improving our focus on delivering this for our customer. We have put in place streamlined processes that ensure that more customers receive statements of need immediately following assessments and reviews.

Reducing Crime through the Safer Rotherham Partnership

September 2006 saw the launch of the Safer Rotherham Partnership Performance Management Framework. The framework is based on good practice within the Neighbourhoods and Adult Services Directorate of Rotherham MBC, with a clear emphasis of accountability, robust action planning and monthly reporting which focused on delivering against Crime and Disorder Reduction Partnership's (CDRP) agreed targets. Our good practice has been nominated as a case study for the Home Office and positively assessed by the Police and Crime Standards Directorate within the Home Office. The Government Office for the region are highly complimentary of the progress we have made and have endorsed and attended the established clinic regime.

Performance Clinics have allowed the CDRP to focus on delivering improvement to national and local standards, delivering against the CDRP's priorities identified through its strategic assessment and the Community Safety Strategy. Performance clinics are focused sessions which enable partners and stakeholders to discuss, challenge and identify solutions to rectify poor performance. Through monthly performance management reports the Safer Rotherham Partnership Board identifies key performance indicators that are causing concern and recommends a performance clinic to address them.

The performance clinic regime has delivered a number of outcomes over the last 12 months, and we acknowledge that there is more progress to make in reducing crime and the fear of crime, which is a priority identified by our residents.

- Woundings – DOWN 7.7%
- Robbery – DOWN 6.4%
- Common Assault – DOWN 20%
- Acts of Violence – DOWN 2.5%
- Theft from Person – DOWN 10%
- Domestic Burglary – DOWN 9.5%
- Theft of Vehicle – DOWN 16.5%
- Theft from Vehicle – DOWN 10%
- Vehicle Interference – DOWN 12%
- Criminal Damage – DOWN 7.3%
- Off Road Motor Vehicles – DOWN 53%
- Drug Offenders dealt with – UP 33%
- Arson – DOWN 2.5%
- Overall Crime – DOWN 9%

As well as the significant improvement in performance evidenced earlier the Performance Management Framework and most notably the Performance Clinics have allowed the partnership drive improvement in key areas such as Drug Misuse and more recently the review of the Safer Neighbourhood Teams. These areas were identified as needing a multi-stakeholder focus across the Council, Police, 2010 Rotherham Ltd, PCT and Youth Offending Service.

“Motorcycle nuisance - 154 motorcycles were confiscated and 47 areas of the borough were provided with fencing, barriers and gates to prevent motorcycle use. Recorded incidents are down by 58% on the levels last year.”

This Clinics have been a catalyst for creative problem solving by all partners and has led to improvement in the following indicators:

- Increasing the participation of problem drug misusers
- Driving up the number of offenders dealt with for the supply of controlled drugs
- Increasing the percentage of people in treatment for 12 weeks or more
- Reducing incidents of Anti-Social Behaviour in a number of areas of the borough

Customer Access Arrangements – Assessment Direct

We have been working closely with the Department of Health CSED Project over the past 4 months and have completed business process re-engineering on all our customer access channels for conducting assessments. This has taken into account how customers access the service through to them receiving an assessment removing duplication, streamlining back office process, and increased accessibility. 'Assessment Direct' went live w/c 31st March, 2008, this includes:

- Radically changing how we deal with the customer face to face to a 'one stop shop' approach where customers will be given an appointment at the first point of contact.
- Putting in place a 'golden number' telephone access point.
- Putting in place 24/7 emergency out of hours services.
- Rolling out a further three Customer Service Centres across the borough over the next 12 months.

A number of back office processes have already been streamlined. This has resulted in the complete reduction of all backlogs and performance since 1st January 2008 is showing that 100% of all assessments have been seen within 4 weeks of notification, now averaging at 1 week. To exemplify this, 638 more assessments have been undertaken so far this year

Standard Bearers for the new Customer Service Excellence Standard

Neighbourhoods and Adult Services have been identified as one of the first Authorities to receive the Charter Mark Standard Bearers award by the Cabinet Office. This is in recognition of our 'Learning from Customers' approach and the high standards of customer service that

has been seen through recent Charter Mark inspections. This was formally be announced on the 10th March, 2008 at the same time as the launch of the new 'Customer Service Excellence Standard' which replaces the Charter Mark standard. We have already agreed a timetable for a full assessment of all our services. Assessment will take place in June 2008 under the new methodology. We will one of the first local authorities to do this.

Area Assemblies

At the Local Government Yorkshire and Humberside Awards Ceremony in Leeds in December our Area Assembly Teams went up against all County, District, Metropolitan, Unitary Council's, along with Fire and Rescue Authorities in the Yorkshire and Humber Region to win the 'Stepping up to the Challenge' Award.

Area Assembly Team have delivered great successes over the last year in influencing the Local Strategic Partnership in Rotherham to put communities at the heart of the decision making process.



Some of our Improvements through Learning from our Customers

Customers told us... they were generally dissatisfied that they could only collect their Blue Badge from Crinoline House or Swinton Customer Service Centre or wait a week to receive it through the post.

We have... opened our third Customer Service Centre at Dinnington where Customers can collect their Blue Badges. We then carried out surveys with customers after they have received an interview at Dinnington Office for a Blue Badge to ascertain the level of customer care and satisfaction with the service. Customers' felt that 100% of staff explained their role, the Blue Car Badge process and offered help to complete forms

Customers told us... that they thought the Council could do more work on noise nuisance over the weekend

We have... We have introduced an out of hour's service where Officers tour the district on Friday and Saturday night. We carried out a telephone survey and 100% of Customers found the service easy to use.

Customers told us... the experience of the adaptations process was positive overall and they were satisfied with the quality and standard of the work carried out. The customer felt that the waiting time for a level access shower was too long and that they were not informed at every point of the process on progress.

To improve waiting times we have... started using a new company to provide level access showers resulting in quicker turn around times and this has contributed to a reduction in waiting times for adaptations from 16 weeks to 3 weeks.

Customers told us... the website information was very informative and that the website was easy to navigate around.

The review identified that:

- information should be accessed "within a few clicks"
- symbols or pictures rather than text to links for further information would improve the website
- A to Z of services would be better placed on the front page

To improve the website... we have included customer friendly actions within our communications and Marketing Strategy for delivery against.





“Neighbourhoods recognised as 1 of only 17 nationwide ‘Standard Bearers’ for the new Government standard for customer excellence in recognition of our commitment and record in delivering customer focussed services”

Our Achievements

In 2006/07 Neighbourhoods and Adult Services contributed to the delivery of 16 of our 17 commitments within the Councils Year Ahead Statement. Only Commitment 43 did not achieve its timeline due to the delays of the development of a sub-region approach to waste processing facilities.

<p>Commitment 55 - Strengthened the Safer Rotherham Partnership structures through involving customers to deliver revised community safety priorities – Domestic Violence, Night Time Economy, RESPECT, Fear of Crime, Criminal Damage and Vulnerable Communities. Reduction in crime and partnership working was a significant contribution to the Council's achievement of 4 stars in CPA 2007 (see Annual Audit Letter).</p>	Complete
<p>Commitment 56 - Developed a Joint Work Programme and Common Goals with the PCT for a three year period including a joint performance management framework.</p>	Complete
<p>Commitment 57 - Implemented the ban on smoking in public places fully complying with the Smokefree legislation over 3 times the national average.</p>	Complete
<p>Commitment 58 - Developed, agreed and approved by Members a detailed local Councillor Call for Action protocol.</p>	Complete
<p>Commitment 59 - Reviewed, developed and implemented multi-agency neighbourhood charters with South Yorkshire Police, PCT, 2010 Rotherham and Voluntary Sectors.</p>	Complete
<p>Commitment 60 - Developed a Commissioning Strategy for Rotherham Social Care following the completion of a Joint Strategic Needs Assessment.</p>	Complete
<p>Commitment 61 - Developed and began to implement a private sector investment plan to increase the proportion of vulnerable households living in decent homes in the private sector to 70% by 2010.</p>	Complete
<p>Commitment 62 - Failed to achieve step change in all 'help to live at home' performance indicators. The number of assessments that we have completed has doubled (from 50 to 100 assessments per week) in this time and we have completed eradicated the historic backlog of new assessments. People now wait just one week for an assessment instead of 12 weeks last year. As a consequence of us dramatically increasing the number of reviews by 2,000 this year, we have identified significant numbers of people who have been inaccurately counted as receiving a service.</p>	Not achieved
<p>Commitment 63 – Implemented a pilot of Electronic Social Care Records in Maltby, full implementation will take place in November 2008.</p>	Partially complete



Continuous improvement in Performance Management

We have improved upon our '4 Star' rated Performance Management arrangements (Corporate Assessment, 2006) and are building a strong performance management culture across the Directorate.

A new performance team was put in place to support Directors in delivering against the range of targets that were agreed at the start of 2007/08.

All indicators had action plans for the first time which was supported by 60 performance clinics held throughout the year to help achieve improvement.

Elected Members on the Adult Services and Health Scrutiny Panel received quarterly reports for the first time and had training on performance reports.

Supported 2010 Rotherham Ltd to improve their performance and financial management arrangements which was recognised as a success by KPMG in March 2008.

The Annual Audit Letter showed that our data quality arrangements for performance and financial information were assessed as 'Performing Strongly', the highest category achievable, which contributed to a 'Use of Resources' score of 4 out of 4 score

“A partnership approved Respect Action Plan demonstrating our commitment to improve safer outcomes within neighbourhoods”

Our Developments for 2008 Onwards

Shifting the Balance

A decision was reached by Cabinet Member on 10th December 2007 to significantly shift the focus and balance of domiciliary care services to maximise the use of available funding and demonstrate value for money. Following careful analysis of current unit costs, performance and outcomes achieved, it was agreed to shift the balance of services from 65% in-house, 35% independent sector (HHI September 2007 baseline) and to develop the remaining in-house service as an enabling/reabling service, based on national examples of good practice but focussing specifically on Rotherham's needs. There is a steering group in place to deliver this challenging agenda, and several workstreams are in place to deliver on the following:

- Developing a Rotherham Vision for reablement,
- Developing a workforce plan, revising job descriptions and terms and conditions to create a well-trained, supported and informed work force.
- The Turnaround Team is undertaking a BPR exercise and seeking to create more efficiency in the current and future service.
- The Commissioning Team is focused on the development of quality independent services
- A communication team to ensure that everyone including staff, service users, carers, trades unions and the wider service are being kept informed.

Initially there will be a minimal impact from the above actions. However a greater impact will be evident over the coming months as the balance moves towards the independent sector and re-investment can be utilised into re-ablement and preventative agendas that will be recognised as a positive change by our customers.



Improving Customer Satisfaction Ratings

During October 2007 the Service Quality Team reviewed Neighbourhoods and Adult Services current position in relation to customer feedback across thirty teams including customer satisfaction testing, complaints, service standards and user forums.

As a result we have introduced a new framework to co-ordinate all customer feedback across our Directorate on a monthly basis to inform service improvement through the eyes of our customers.

The framework has provided opportunities for real outcomes and service improvements, learnt through the eyes of our customers; building on our philosophy of 'customers told us...we have...' Our revised approaches will also contribute to achieving the updated Customer Service Excellence Standard (previously CharterMark), along with Level 4/5 of the Equality Standard.

Based on Customer Service Excellence guidance and best practice we have reviewed and introduced new outcome based customer satisfaction surveys across forty customer facing teams including, Assessment and Care Management, Home Care, Social Care Annual Reviews, Home Adaptations, Safer Neighbourhood Teams and much more.

Following consultation with the Learning from Customers Forum we have also developed Customer Satisfaction Local Performance Indicators. Baseline results from survey activity conducted during Quarter Three (October to December 2007) were presented to the Learning from Customers Forum and targets were set by the customers for 2007/08 and 2008/09.

We are already seeing key improvements in satisfaction ratings in the following areas:

- Improved from 84% to 89% who feel that due to the services they receive they feel safe in their home/community
- Improved from 88% to 90% who feel that services they receive help them to live at home
- Improved from 83% to 85% who feel that the service helps maintain and promote their independence

Over the next 12 months we will be working on strengthening customer satisfaction testing further through the development on on-line surveys, focus group work and exploring options for surveying individual customers around multiple issues and services.

Customer Access Arrangements – Out of Hours

Following consultation with our customers and staff in March 2008 there will be the launch of a new Adult Social Services 24/7 Emergency Out of Hours Service, which will work hand in hand with the new Assessment Direct service. The service will primarily function through the already well established RotherCare service which currently operates a 24/7 service. RotherCare will be strengthened through training, improving back office processes and increasing accessibility of support workers to deliver a customer focused 'one-stop-shop' service between 5.30pm and 8.00am (Mon – Thurs) and 5.30pm (Friday) and continuously through the weekend to 8.00am (Monday).

Customers will be able to access the service through one 'Golden Number' which will be publicised by a variety of methods. The service will be supported by a number of back office frameworks to ensure that customers' needs are fully met and we are providing a seamless service. These include:

- Fast Response Team
- Out of Hours Duty Social Worker and Support Officer
- On Call Senior Management
- Emergency Home Care provision through Care Force.
- Carers Emergency Scheme with provision through Crossroads

Safeguarding Adults

Our Visioning Day in March identified that "Safeguarding Adults" and "Safety in our Neighbourhoods" was our service user's top priorities.

Our Service Plan sets out safeguarding as a key strategic objective over the next twelve months. We have reviewed how we currently deal with safeguarding issues, assessed ourselves against CSCI's Key Lines of Enquiry (KLOEs) and best practice across the country. We are clear about what we need to do to raise awareness for both staff and communities to prevent abuse.

Our Commitment

Neighbourhoods and Adult Services is committed to stopping all forms of financial, emotional, physical or sexual abuse in its aim to safeguard and protect all adults living in the Borough. Along with the Council, the Directorate and all staff feel that:

- Safeguarding adults is everyone's responsibility
- Mistreatment of any adult is not acceptable
- Doing nothing is not an option
- Your actions can make a difference

We have statutory responsibilities for vulnerable adults that necessitate us working with other agencies that also have responsibilities for their welfare. We share the responsibility to develop, implement and enforce policies and procedures in relation to 'Safeguarding Adults' issues. We are committed to providing training and development for all staff to support them in their safeguarding responsibilities.

Our Safeguarding Adults Procedure confirms our commitment to make sure that:

- People using our services are safe.
- We extend help where needed to support those experiencing abuse and neglect in their own homes.
- Communities can access safety measures and live safer lives.



An improvement plan containing four strategic objectives was agreed by the Directorate Management Team on the 16th May 2008. This plan shows how the Directorate plans to increase its "personal dignity and respect" outcome performance to an excellent rating by 2008/09. The objectives are:-

- Improving customer access and service standards
- Improving the quality of case management and strong leadership
- Improving performance
- Developing the skills of the workforce

This Action Plan will be delivered by July 2008.

Safer Neighbourhood Team Review

May 2008 will see the completion of the review of our approach to Safer Neighbourhoods Team in conjunction with South Yorkshire Police. The review has challenged how SNT's operate across the borough against the national standards of Access, Influence, Interventions and Answers. Performance Clinics have been held to look at how each SNT is targeting crime and anti-social behaviour in our most vulnerable neighbourhoods, helping to understand how effective partnership working has been in each area. The review has also looked at the recent The Flanagan report, February 2008 which identified a number of challenges and opportunities for neighbourhood policing such as:

- Creating effective partnerships
- Spreading the learning and improving delivery without stifling flexibility and innovation
- Engendering a joined up approach to citizen focused policing and promoting community cohesion

Early findings highlight a number of areas for improvement such as accessibility and visibility to the public, consistency of the standard of service provided and improving public perception of the fear of crime. A key priority for residents of Rotherham is Safety, this review will inform an action plan which, over the next 12 months, will strengthen our approach delivering safer neighbourhoods and will make people feel safer as a result.

“Through the implementation of the Noise Reduction Strategy we have reduced incidences by 9%.”

Home From Home – Quality Assurance of Residential/ Nursing Homes

The 'Home From Home' Quality Assurance for Residential Homes Framework brings together a number of existing workstreams within the Directorate and will provide a stronger approach to assessing the quality of Rotherham's residential homes.

The framework will strengthen the approach taken by the current contracting arrangements and put in place a wider support mechanism to which will inform the quality assurance process to include Social Workers, Service Quality Officers, Advocacy Services, Customer Inspectors and Clinical Professionals.

The framework is based on an accreditation scheme, similar to the CSCI approach to inspection, which will annually award a status to each residential home with a view to achieving minimum standard plus in all our homes. The "Gold Plus" award will provide financial incentives for driving up standards in Rotherham's residential homes.



Our Performance

2007/08 Key Performance Indicator Results

Achievements in 2007/08

- Of the 51 Key Performance Indicators – 44 achieved targets (77%) compared to 64% last year.
- The Housing CPA score remained at least 3 out of 4 due to improved performance on private sector housing. If 2010 Rotherham Ltd retains their 2 star status then this could increase to 4 out of 4.
- Our contribution to the Environment CPA score has benefited from improved energy efficiency and regulatory performance.
- Despite the directorate losing 4339 hours due to activities associated with the June 2007 floods, not one indicator was badly affected.
- Achieved step change (either banding or quartile improvement) in 14 indicators.
- Negotiating the inclusion of carers and helping vulnerable adults live independently within the new Local Area Agreement.

Adult's elements of the Directorate

The audited results for 2007/08, show;

6 indicators identified in the CSCI Performance Assessment report;

- PAF D40 Reviews – increased from 45.66% (3679 reviews) to 75.04% (6017 reviews), an improvement from band 2 / 4 to 4 / 4.
- PAF C72 Admissions – increased from 106.36 (434 placements) to 90.67 (386 placements), an improvement from band 3 / 5 to 4 / 5.
- PAF C62 Carers – increased from 4.28% to 9.11%, an increase of 201 assessments and an improvement from band 2 / 5 to 3 / 5.

“2007/08 Decent Home Programme complete and on target to achieve 100% by the year 2010.”

- PAF D39 Statement of Need – increased from 85.02% (6749 statements) to 90.88% (7190 statements) which is significant given the increase in the number of reviews and assessments.
- PAF C29 and C32 – deteriorated from 3.05 to 2.73 and from 79.79 to 69.72 respectively. There is an inter-relationship between these indicators and the number of reviews and assessments that have been completed this year. Through effective performance management action, we have undertaken 2,338 more reviews and 638 additional new assessments. By increasing the number of reviews we have found that a significant number of people were not receiving services as previously reported. Consequently our performance figures have deteriorated. This drop in performance has been partly offset by actions to free up resources through VFM measures, enabling 18 additional care packages to be provided compared to last year. We have also completely eradicated the backlog of 300 assessments so there are now no new people waiting for a care package.

Other improvements;

- PAF D55 Acceptable waiting times for assessments - score of 85.24%, improved and increased banding compared to 75.94% last year.
- Waiting times for adaptations - improved from 130 to 52 days in the public sector and from 235 days to 52 in the private sector.
- PAF C51 Direct Payments – improved from 137 to 159, from band 4 / 5 to 5 / 5.
- PAF D55 Waiting times for assessment - improved from 75.94% to 85.24%, from band 2 / 5 to 3 / 5.
- PAF E48 Ethnicity of older people receiving services - improved 0.85 to 1.06, from band 2/3 to 3/3.
- BVPI 64 Private sector vacancies brought back into use or demolished - increased from 15 last year to 79 – moving out of 'lower threshold' CPA position (and mitigating risk of not retaining 4 stars in CPA 2008).
- BVPI 63 Energy Efficiency SAP Rating - rating increased from 61 last year to 66 – moving out of bottom quartile for the first time.
- Waiting times for adaptations - improved from 130 to 52 days in the public sector and from 235 days to 52 in the private sector.
- xBVPI 203 Families in temporary accommodation - improved from 4.82% to -15.32%, from bottom quartile to upper middle.

- BVPI 213 Homelessness preventions through housing advice - improved from 567 households last year to 864, sustaining top quartile.
- Trading standards – year ends in June but all targets anticipated to be achieved including improvements on business and consumer satisfaction.

Other deterioration;

- PAF D54 Equipment – score dropped from 90.67% to 85.3% as a result of data quality work with the 3rd party provider which led to a 3% drop on previous reported outturns. There were 3,207 more items delivered in 7 days compared to last year and 4,439 additional pieces of equipment delivered compared to last year.
- PAF C28 Intensive home care – the survey week led to a drop of 13.99 to 13.94. This maintains band 4 / 5 but the impact of increased direct payments performance has reduced our score by 2 points.
- PAF D56 Acceptable waiting times for care packages - score of 85.24% and deteriorated compared to 96.74% last year; banding 4 / 5.

Partnership elements of the Directorate

Crime - through the Safer Rotherham Partnership, jointly chaired by the Director of Adult Social Services, overall crime has reduced by 9% over the last 12 months. Significant reductions have been seen in all crime types such as Robbery (Down 6.4%), Theft from a Person (Down 10%), Criminal Damage (Down 7.3%) and Common Assault (Down 20%). The SRP have placed 'the fear of crime' as one of its top priorities and through the delivery of its 'Communication and Customer Focus Strategy' have strengthened our approach to testing perception, learning and targeting activity.

2010 Rotherham Ltd - BVPI 184b % change in decent homes improved from 13.80% to 29.7%, from lower middle to upper quartile. xBVPI 211a - improved from 32% to 39% but still a long way to go to reach Audit Commission best practice levels of 60% planned maintenance. BVPI 212 Void relet times – dropped from 16 days to 37 days, from top to bottom quartile.

Next Steps

The Directorate will be implementing a number of strategic actions for the next three years to deliver improvements to services and on the areas of performance that do not compare well with the very best. Service plan objective 1 describes the priority actions that have been agreed to improve the timeliness of social care assessments, the quality of advice and written information we provide to customers, the impact that local people can have on public services in their neighbourhood and, for the first time, an action to provide better services for people who fund their own care.

But the other 6 objectives are based on producing better outcomes for people in the borough e.g. reducing crime, increasing affordable housing, helping more people to remain at independent, supporting more carers and improving our performance on safeguarding vulnerable adults. Our service plan this year provides the platform for using our resources more effectively so that we prioritise service delivery and improve both customer experience and performance results at the same time.

Key developments for the year ahead are;

- Agreeing targets and action plans for the new Local Area Agreement,
- Developing Delivery Plans so that the Directorate is able to perform well on the new National Performance Indicators,
- Weaning ourselves off national indicators and to replace these with better local and neighbourhood performance management arrangements,
- Implementing new performance management arrangements with partners like the PCT and RDASH,
- Setting ambitious efficiency targets so that we can free up more resources to the front-line, and
- Preparing for the introduction of Comprehensive Area Assessment (CAA), which replaces Comprehensive Performance Assessment in April 2009.

“A partnership approved Respect Action Plan demonstrating our commitment to improve safer outcomes within neighbourhoods”

Our Outturn Performance 2007/2008

Line No.	Did it hit target?	Measure	2006/07 Performance	Quarter 1 2007/08	Quarter 2 2007/08	Quarter 3 2007/08	Quarter 4 March/08	Did it perform better than last year?	2007/08 Target	PAF Banding or / All England Quartile Rating	Responsible Director / Performance Indicator Manager
Outcomes Framework 1: Improving Health and Emotional Well-being											
1	●	AS LPI PAF D40 Adult and Older clients receiving a review as a percentage of adult clients receiving a service	45.66 2 of 4	14.74	26.41	44.32	75.04	↑ ✓	75 LAA	Band 4 of 4	Sam Newton Vacant CBS Manager
2	●	AS LPI PAF D41 Number or Delayed Transfers of care per 100,000 population aged 65 and over	9 rounded 5 of	12.31	13.86	15.21	16.87	↓ ✗	<20.12	Band 5 of 5	Sam Newton Mark Joynes
3	●	AS LPI PAF D41 (RMBC) Number of delayed transfers of care per 100,000 population aged 65+	0	0	0	0	0	→	0	Not PAF / banded	Sam Newton Mark Joynes
Outcomes Framework 2: Improved Quality of Life											
4	●	BV053 (PAF C28) Intensive home care per 1000 65+	13.99 4 of 5	15.1 Estimate	14.8 Estimate	13.94	13.94	↓ ✗	16	Band 4 of 5 Top Q17.02 R= 3rd	Sam Newton Vacant CBS Manager
5	●	BV054 (PAF C32) Older People helped to live at home	79.79 2 of 5	72.39 (77.61)	70.95 (72.29)	68.2	69.72	↓ ✗	102 LAA	Band 2 of 5 Top Q100.54 R= 1st	Sam Newton Mark Joynes
6	●	BV056.03 (PAF D54) %Equipment <£1000 in 7 days	90.67 5 of 5	82.93	88.51	84.62rev (87.59)	85.3	↓ ✗	95	Band 5 of 5 Top Q93 R= 2nd	Kirsty Everson Lynn Keirs
7	●	AS LPI PAF C29 Adults with physical disabilities helped to live at home	3.05 2 of 5	3	2.9	2.6	2.73	↓ ✗	4.2	Band 2 of 5	Sam Newton Cheryle Cartwright
8	●	AS LPI PAF C30 Adults with learning disabilities helped to live at home	3.13 5 of 5	3.04	2.98	3.02	3.02	↓ ✗	3.2	Band 5 of 5	Shona McFarlane Lucy Pullen
9	●	AS LPI PAF C31 Adults with mental health problems helped to live at home	4.5 5 of 5	n/a	n/a	n/a	4.18	↓ ✗	4.8	Band 5 of 5	Kim Curry Janine Parkin / Ian Jerams (RDASH)
10	●	AS LPI PAF C62 Services for Carers	4.28 2 of 5	1.06 Excl MH	6.15	7.8	9.11	↑ ✓	9	Band 4 of 5	Sam Newton Vacant CBS Manager
11	●	AS LPI 102 Number of protection plans in place	25	8	Accum' 19 Proj'd 44	Accum' 30 Proj'd 42	40 (Provisional)	↑ ✓	40	Not PAF / banded	Sam Newton G Hallas ?

Line No.	Did it hit target?	Measure	2006/07 Performance	Quarter 1 2007/08	Quarter 2 2007/08	Quarter 3 2007/08	Quarter 4 March/08	Did it perform better than last year?	2007/08 Target	PAF Banding or / All England Quartile Rating	Responsible Director / Performance Indicator Manager
12	●	CS 1 Average time taken to provide adaptations in the public sector	130	79	54	47	52	↑✓	80	N/A	Kirsty Everson / Tom Sweetman
13	●	CS 2 Average time taken to provide adaptations in the private sector	235	96	63	63	52	↑✓	80	N/A	Kirsty Everson / Tom Sweetman
14	●	BV 66a % Rent Collection	98.23%	95.4%	98.3%	98.85%	98.85%	↑✓	98.25%	Top Q 98.59% R = 2nd	2010 Rotherham Ltd.
15	●	BV 66b % of tenants in rent arrears	3.34%	2.64%	2.66%	2.8%	2.89%	↑✓	3.3%	Top Q 4.12% R = 1st	2010 Rotherham Ltd.
16	●	BV 66c % of tenants with an NSP	14.09%	2.53%	3.11%	4.01%	11.25%	↑✓	14%	Top Q 17.06% R = 1st	2010 Rotherham Ltd.
17	●	BV 66d % of tenants evicted	0.44%	0.06%	0.14%	0.19%	0.27%	↑✓	0.4%	Top Q 0% R = 1st	2010 Rotherham Ltd.
18	●	NM 72 Urgent repairs completed in time	98.78%	98.3%	98.11%	98.34%	98.34%	↓✗	99%	n/a = 2nd ALMO Q	2010 Rotherham Ltd.
19	●	NM 73 Non-urgent repairs completed in time	10.14	8.86	9.84	9.37	9.42	↑✓	9.5	n/a	2010 Rotherham Ltd.
20	●	NM 185 Repairs completed by appointment	97.85%	97.67%	98.01%	97.78%	98.92%	↑✓	97.85%	n/a = 1st ALMO Q	2010 Rotherham Ltd.
21	●	BV 212 Average Relet Times	16	13	33	35	37	↓✗	15	Top Q 29 R = 4th	2010 Rotherham Ltd.
22	●	BV 166a Enforcement score for Environmental Health	100%	100%	100%	100%	100%	→	100%	Top 100% R = 1st	Michelle Musgrave / Mark Ford
23	●	BV 166b Enforcement score for Trading Standards	100%	100%	100%	100%	100%	→	100%	Top 100% R = 1st	Michelle Musgrave / Trevor Davies
24	●	CPA 30 Consumer satisfaction with trading standards	94.7%	95%	94%	97%	96%	↑✓	96%	n/a	Michelle Musgrave / Trevor Davies
25	●	CPA 31 Business satisfaction with trading standards	93.6%	90%	93%	95%	96.2%	↑✓	96%	n/a	Michelle Musgrave / Trevor Davies
26	●	CPA 32 Trading Standards: High Risk Visits	100%	7.8%	23.5%	47.1%	100%	?	100%	n/a	Michelle Musgrave / Trevor Davies
27	●	CPA 33i Trading Standards: High risk compliance	99.1%	100%	83.3%	100%	98%	?	90%	Top Q 84% R = 4th	Bob Crosby / Adrian Gabriel
28	●	CPA 33ii Trading Standards: Medium risk compliance	100%	83%	94.9%	96.8%	99.3%	?	100%	n/a	Michelle Musgrave / Trevor Davies
29	●	CPA 33iii Trading Standards: Low risk compliance	100%	74%	76.2%	92%	98.2%	?	100%	Top Q 72% R = 1st	Michelle Musgrave / Trevor Davies

Line No.	Did it hit target?	Measure	2006/07 Performance	Quarter 1 2007/08	Quarter 2 2007/08	Quarter 3 2007/08	Quarter 4 March/08	Did it perform better than last year?	2007/08 Target	PAF Banding or / All England Quartile Rating	Responsible Director / Performance Indicator Manager
Outcomes Framework 4: Increased Choice and Control											
30	●	BV 91a % Households served by a kerbside collection of recyclables	75.94 2 of 5	77.85	82.58	84.13	85.24	↑✓	85	Band 3 of 5 Top Q88.35 R= 3rd	Sam Newton Mark Joynes
31	●	BV 91b % Households served by more than 2 kerbside collections of recyclables	96.74 5 of 5	95.11	95.67	95.32	85.24%	↓✗	98	Band 4 of 5 Top Q92.69 R= 4th	Sam Newton Mark Joynes
32	●	BV 166a Enforcement score for Environmental Health	137 4 of 5	150	140	154	159	↑✓	150 LAA	Band 5 of 5 Top Q126.56 R= 4th	Sam Newton Vacant CBS Manager
33	●	BV 166b Enforcement score for Trading Standards	106.36 3 of 5	120.44	120.82	112.73 Best est = 98.51	90.67	↑✓	95	Band 4 of 5	Sam Newton Vacant CBS Manager
34	●	CPA 30 Consumer satisfaction with Trading Standards	85.02 2 of 5	86.13	89.13	92.16	90.88	↑✓	97	Band 3 of 5	Sam Newton Cheryle Cartwright
35	●	CPA 31 Business satisfaction with Trading Standards	2.25 4 of 5	0.19	1.09Acc' 1.49proj	1.42	1.93	↑✓	1.49	Band 4 of 5	Sam Newton
36	●	CPA 32 Trading Standards: High Risk Visits	85.77% 3 of 5	84.22%	85.46%	85.23%	86.65%	↓✗	80%	Not PAF / banded	Sam Newton Mark Joynes
37	●	CPA 33i Trading Standards: High risk compliance	98.7%	88.0%	95.0%	96.9%	99%	↑✓	99%	R = Top Threshold	Bob Crosby / Dan Swaine
Outcomes Framework 5: Freedom from Discrimination											
38	●	CPA 33ii Trading Standards: Medium risk compliance	1.04	0	0.13	0.08	0.27	↑✓	<10	Not PAF / banded	Sam Newton Mark Joynes
39	●	CPA 33iii Trading Standards: Low risk compliance	0.37	0.1	0.1	0.09	0.13	↑✓	<10	Not PAF / banded	Sam Newton Mark Joynes
40	●	BV 75a % Satisfaction with tenant participation	1.78% 3 of 3	0.88%	0.97%	0.77%	1.09%	→	1.9%	Band 3 of 3	Sam Newton Mark Joynes
41	●	BV195 (PAF D55) Acceptable waiting times for assessment	0.85% 2 of 3	1.19%	1.17%	1.02%	1.06%	↑✓	0.91%	Band 3 of 3	Sam Newton Mark Joynes
Outcomes Framework 6: Economic Well-being											
42	●	BV196 (PAF D56) Acceptable wait for care packages	15	9	15	30	79	↑✓	28 (20)	Top Q 95 R = 2nd	Top Q 95 R = 2nd
43	●	BV201 (PAF C51) Adults receiving direct payments	13.8%	6.35%	10.12%	18.86%	29.7%	↑✓	15.5%	Top Q 31.5% R = 2nd	2010 Rotherham Ltd.
44	●	AS LPI (PAF C72) Number of admissions of supported residents aged 65+ to residential and nursing care	New PI	8	23	32	344	N/A	314	N/A	Michelle Musgrave / Tom Bell

Line No.	Did it hit target?	Measure	2006/07 Performance	Quarter 1 2007/08	Quarter 2 2007/08	Quarter 3 2007/08	Quarter 4 March/08	Did it perform better than last year?	2007/08 Target	PAF Banding or / All England Quartile Rating	Responsible Director / Performance Indicator Manager
45	●	AS LPI (PAF D39) % of people receiving a statement of their needs and how they will be met	6%		7%			↑✓	7%	Top Q 10% R = 2nd	Top Q 10% R = 2nd
46	●	AS LPI (PAF C73) Number of admissions of supported residents under 65 to residential and nursing care	96%		96% Est			↑✓	95%	Top Q 100% R = 2nd	Michelle Musgrave / Lewis Coates
47	●	AS LPI PAF E 82 Assessments of adults and older people leading to a provision of service	0	0	0	0	0	↑✓	0	Top Q 0 R = 1st	Kirsty Everson / Sandra Tolley
48	●	BV 213 Homelessness cases prevented through housing advice casework	2	0	0	0	0	↑✓	0	Top Q 0 R = 1st	Kirsty Everson / Sandra Tolley
49	●	Ethnicity KT - Assessment / reviews	4.82%	-12.64%	-8.5%	-21.84%	-15.32%	↑✓	-9.3%	Top Q -26.12% R = 2nd	Kirsty Everson / Sandra Tolley
50	●	Ethnicity KT - Services	61	61	61	63	66	↑✓	62	Top Q 72 R = 3rd	Michelle Musgrave / Mark Whittle
51	●	AS LPI PAF E 47 Ethnicity of older people receiving assessment	1.01%	3.50%	2.72%	2.56%	2.25%	N/A	1.20%	Band 2 of 3	David Hamilton Paul Billingsley / Claire Tester
Outcomes Framework 7: Maintaining Personal Dignity and Respect											
52	●	AS LPI PAF E 48 Ethnicity of older people receiving services following an assessment	100 5 of 5		Annual Measure Proxy measure = 100 Mar 08			→	99	Band 5 of 5	Kim Curry Doug Parkes / Maggie Morrison
Outcomes Framework 8: Leadership											
53	?	BV 164 Housing Racial Equality Standards	<1 rounded	n/a	n/a	n/a	?	?	0	Not PAF / banded	Directors
54	●	CPA 62 Unfit private dwellings made fit / demolished	17.47 5 of 5	n/a	Accum' 16.3 proj'd 34	20.76		↑✓	21.6	Band 5 of 5	Kim Curry Nigel Mitchell
Outcomes Framework 9: Commissioning and Use of Resources											
55	●	BV 64 Private sector homes demolished	28 rounded 5 of 5	n/a	n/a	29.35est	30	↑✓	31	Band 5 of 5	Sam Newton Vacant CBS Manager
56	●	BV 63 Energy Efficiency SAP Rating	32%	23%	33%	35%	38%	↑✓	40%	n/a = 4th ALMO Q	2010 Rotherham Ltd.
57	●	BV 184b % Change in non-decent homes	109.48%	50.03%	61.25%	79.72%	112%	↑✓	109.15%	n/a	Michelle Musgrave / Tom Bell

Our Resources

Efficiency and Value For Money

- The Directorate has demonstrated improved performance in addition to delivering against a range of efficiencies. Our services have contributed to the Council's 4 out of 4 rated Use of Resources score and helped the Council to achieve a 4 star rated Council overall.

The Audit Commission 2007 Value for Money (VfM) report showed that there are some services that are performing at better value for money than others.

The report and our own work identified the following services that are performing well. These are;

- Crime – evidence of investment leading to improved performance e.g. motorcycles and 9% fall in overall crime.
- Homelessness – rank bottom spend, all indicators in the top quartile and quality of service rated by Children's Joint Area Review.
- Furnished homes – high satisfaction levels and service now self-sufficient.
- Housing Market Renewal – track record of spend and delivery has led to more investment in the borough.
- Pest control – VfM work identified high quality and costs compared well. Members did not wish to reduce costs further by reducing the rat service.

The report and our own work has highlighted that the following services were providing poor value for money but good progress has been made as a result of VfM measures.

- District heating – an action plan is in place and is being managed through the Landlord Excellence Improvement framework.
- Home Care costs are too high – we have agreed with Elected Members in December 2007 to shift the more of the balance of home care provision from in house to the independent sector and realising efficiency savings of £1.4m.
- Commissioning and strategy spending is low – we have freed up resources created in the restructure to boost capacity by 15%.
- Adaptations – the lack of competition and control over costs will be strengthened through the procurement and internal audit processes. £530k efficiencies delivered in adaptations. .

- Right-to-Buy service – the Landlord Excellence Plan identifies actions needed to gain a better understanding of comparable costs and quality.
- Procurement - corporate procurement savings of £2,563,466 projected for 07/08 and rated best metropolitan last year.
- Planned maintenance – our ALMO has improved performance following the implementation of a strategy but has more to do.

Our VfM activity will be strengthened in 2008/09 as a result of team plans which will be tested on a new VfM schedule and the implementation of the new 'measuring improvement and efficiency' tool. Routine benchmarking on service costs are not in place for all services. These actions will assist Directorate in tracking annual achievements against the new efficiency target – NI 179 which demands 3% cash releasing savings per annum from the Local Government sector.



2008/09 Budget Investments

Department	Measure	Impact	£000
All service areas	Investments to sustain the increasing costs of existing services.	Enables continuation of existing services to the people of Rotherham.	173
Safer Neighbourhoods	Funding to combat motorcycle nuisance	Reduced nuisance and anti-social behaviour within parks and open spaces and across the borough.	100
Safer Neighbourhoods	Implementation of new duties regarding stray dogs due to legislative change (section 68 of the Clean Neighbourhoods & Environment Act).	Funding for out of hours kennelling and following day collection.	10
Business Regulation	Implementation of new duties regarding stray dogs due to legislative change (section 68 of the Clean Neighbourhoods & Environment Act).	A permanent post in Trading Standards will now be funded.	23
Neighbourhood Development	Further implementation of devolution, empowerment & communities.	Developing mechanisms for engagement and involvement other than Area Assembly meetings, with improved levels of newsletters, promotional materials and other media avenues. Improving access to training and development for elected members and parish councillors in respect of community leadership role and powers of well being. Improve satisfaction levels of local residents in respect of opportunities to become involved from a satisfaction rate of 21% to 30% across Area Assemblies. Improve levels of people satisfied with their place to live from 66% to 75% across the borough. Improve satisfaction levels for residents to be involved in decision making from 53% to 65% across the borough. Reduce levels of fear of crime from current baseline percentage of 32% (Quality Of Life Survey) to 27%.	80
Safer Neighbourhoods	Funding of Anti-Social Behaviour Intervention Scheme - Young People.	Previously funded through external funding, this post has been successful in promoting activities other than Anti-Social Behaviour (ASB) for young people and by educating re. ASB issues through schools in conjunction with other agencies such as the Police and Youth Offending Service (YOS). This is seen by the Government's RESPECT task group as good practice and is embedded in Rotherham's SRP RESPECT Action Plan. The impact of the post helped the YOS to meet an objective to reduce ASBOs. Reduced ASB contributes to national PSA perception indicator, SRP RESPECT KPIs, BVPI 199 and stretch targets within the LAA.	30
Total			416

Department	Measure	Impact	£000
Adult Services	Investment to sustain the increasing costs of services	Enables continuation of existing services to the people of Rotherham.	1,765
Adult Services	Demographic Residential Care pressures	Meets demographic demand for residential care services across all client groups including transitions from children and young peoples' services.	353
Adult Services	Demographic pressures within Domiciliary Care services	Meets the increase in demand for services to keep people living independently in their own homes.	270
Adult Services	Review of Voluntary and Community Sector Funding	Investment to manage the outcome of impact assessments of service level agreements within the voluntary and community sector; e.g. Age Concern, Yemeni, MIND.	271
Adult Services	Changes in joint funding arrangements with the Primary Care Trust	To maintain services to manage winter workload pressures and avoid delays in discharges from hospital.	270
Adult Services	Provide additional Community Support/ Respite Services	Increased support to meet Commission for Social Care Inspection (CSCI) requirements and enable people with Learning Disabilities to manage their everyday lives and continue to live independently.	95
Adult Services	Increase drug and alcohol residential rehabilitation services.	Increase the number of assessments and provision of drug rehabilitation services for up to 10 people to meet the Safer Rotherham Drug Action Plan.	56
Adult Services	Introduce electronic forms software	Implementation of electronic forms to improve data quality within the social care records system, including Key Performance Indicator information.	28
Adult Services	Changes in Housing Benefit rules.	To maintain current income levels in respect of the provision of respite care due to changes in Housing Benefit rules.	25
Total			3,133

“Put in place Multi-agency Charters developed with SYP, PCT, 2010 Rotherham and Voluntary Sector involvement.”

2008/09 Efficiencies

Department	Measure	Impact	£000
Business Regulation	Procurement efficiencies – Food, Health & Safety, Licensing & Trading Standards	More efficient procurement through prioritisation in Supplies & Services, Transport and Hired & Contracted. Reduced weighbridge hire by block booking.	-26
Safer Neighbourhoods	Changes to the Mediation Service	Improved efficiency to contractual arrangements with MERO (Mediation Rotherham)	-15
Safer Neighbourhoods	Procurement efficiencies – Neighbourhoods & Park Wardens Service.	Reduced garaging costs for Graffiti Remover and reductions in Premises and Supplies & Services budgets	-15
Safer Neighbourhoods	Neighbourhood Wardens - reallocation of funding	This adjustment matches the level of funding required for the service.	-270
Safer Neighbourhoods & Neighbourhood Development	Review of Medium Term Financial Strategy 2008/09 funding increases	Costs to be maintained at 2008/09 levels without adverse impact on service delivery.	-47
Total Efficiencies			-4,398



“Agreed and approved by Member a Protocol for Councillor Call for Action.”

2008/09 Efficiencies

Department	Measure	Impact	£000
Adult Services	Transfer transitional in-house Home Care provision to the Independent sector	Efficiency savings from shifting the balance of existing home care provision from in-house to independent sector during 2008/09.	-1440
Adult Services	Review of future demographic pressures on the provision of direct Payments	Review of existing investment within the MTFS in respect of the future demand for direct payments within Older People and Learning Disability services.independent sector during 2008/09.	-120
Adult Services	Additional Non-residential care fees and charges	Additional income from the review of non-residential care charges after benchmarking to bring in line other neighbouring authorities.	-205
Adult Services	Review of revenue implications of Extra Care Housing.	Review of existing investment within the MTFS in respect of developments in Extra Care Housing.	-300
Adult Services	Changes to Adult Social Care training grants	Existing investment included in MTFS now no longer required due to the replacement of the existing Adult Services training grants with a new area based workforce grant.	-635
Adult Services	Review of revenue implications of developing supported living schemes	Review of existing investment within the MTFS has identified slippage in the development of supported living mainly due to the availability of suitable accommodation.	-149
Adult Services	Staffing re-structuring within the Directorate	Implementation of the new management and staffing structure within the Neighbourhoods and Adult Services Directorate.	-394
Adult Services	Savings on residential care costs of clients with preserved rights	Reducing numbers of people in residential care with preserved rights who require funding by Adult Services.	-130
Adult Services	General efficiency savings within Mental Health Services	Management actions including savings from contract negotiations with service providers and capitalisation of equipment.	-71
Adult Services	Use of new and existing ringfenced and area based grants	Review of allocation of new and increases in existing Adult Services grants.	-849
Adult Services	Further general savings	General efficiency savings across the Directorate including, community support services, small items of equipment, reduced transaction charges in collecting domiciliary care income.	-105
Total			-4,398

The following table details the budget for Neighbourhoods and Adult Service for 2008/09.

Service Area	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Housing & Neighbourhood Services	7,748	-3,715	4,033
Independent Living	7,034	-4,886	2,148
Commissioning and Partnerships	20,225	-10,749	9,476
Assessment & Care Management	27,186	-4,234	22,952
Health & Well Being	52,671	-17,796	34,875
Total	114,864	-41,380	73,484

Key Risks

We have identified five key risks to delivering our service objectives and priority actions. We have identified actions to mitigate these risks using the Council RISGEN Risk Management System, these are reflected within individual delivery plans for each priority action. Our key headline risks for 2008/09 are as follows:

- The pace at which we are able to 'shift the balance'
- Un-foreseen demands for services
- Providers may be deterred from responding to opportunities
- Insufficient capacity building taking place within the community and voluntary sector
- The ability of others partners to deliver
- Reducing the perception of the fear of crime
- Delivering Decent Homes
- The ALMO achieving '2 Stars' and maintaining funding for Decent Homes
- Investment in the Private Sector Housing



Our Customers

Customer Care

Our customers still regard accessibility as a critical priority for us to deliver on. This service plan sets out a clear commitment to improving access through implementation on 24/7 services, web based access channels and the roll out of the Assessment Direct approach across the whole of the Directorate. This will allow the customer to be dealt right first time and will adopt the 'tell us once' approach. Through learning from customers we will improve our out of hours emergency response to social care need, homelessness and safeguarding.

Following consultation with customers we have reviewed and improved our service standards, ensuring all customers know what kind of service they can expect at the first point of contact and our current performance. We will update our performance on a quarterly basis and aim to stretch our targets further over the next 12 months.

During summer 2008 we are developing a 'Home from Home' framework that will routinely inspect and assess the standard of residential homes against the national minimum standards. Inspections will be carried out by staff and customers consisting of reality check monitoring, mystery shopping and focus group discussions with residents and relatives.

Our learning from customers' publicity campaign has been strengthened through updated posters detailing our achievements, improvements, comments, compliments and suggestions and learning from complaints. We have also introduced real customer case study posters demonstrating our contributions to achieving the social care outcomes framework based on the Government white paper called 'Our health, our care, our say'. Over the next 12 months we will also be introducing staff case studies and testimonies.

Our Customer Insight approaches have been identified as best practice by the Cabinet Office who has referenced our work within a 'Customer Experience in Public Services' publication. The Improvement and Development Agency (IDeA) have also invited the Service Quality Team to deliver a workshop at their Front Office Shared Services conference in May 2008 sharing our customer involvement approaches and focusing on our home truths reality TV method of testing the quality of services using customer video diaries.

Over the next 12 months we will be further developing our Customer Insight approaches through our REACT (reacting to our customers thoughts) initiative where dissatisfied customers are contacted to discuss their experiences and changes required. We are also mapping our customers' journeys from first point of contact to receiving a service through a new 'Customer Passport' initiative to help us identify service improvements.

Customer Consultation

This service plan is the product of extensive consultation with residents and other stakeholders over the past 12 months. We use a number of different methodologies to consult with customers; scheduled telephone calls, postal questionnaires on a weekly, monthly or quarterly basis, 'Learning from Customers' forums/groups and the Customer Inspection Service where customers quality check our services and look for improvements. This activity is carried out using the framework of the Council's Annual Consultation Plan.

Consultation results are also published through our 'Learning from Customers' poster publicity campaign and via the internet explaining what we have done to improve our services as a result of customer comments.

During January 2008 we have refreshed opportunities for customers to become involved in consultation through a new initiative called 'My Say, My Way, which enables customers to choose the topics they are interested in and the method of involvement for example surveys, focus groups, neighbourhood walk-about and mystery shopping.

We have developed and promoted a database of customers involved in user and focus groups across the Directorate and are working on linking this to the new Community Engagement Database which helps customers to become more informed about consultation and community involvement activities in their area. During summer 2008 we will also utilise the database to enhance customer satisfaction testing further through on-line surveys.



Learning from Customers Forum & Customer Inspection Service

The Neighbourhoods and Adult Services Learning from Customers Forum and Customer Inspection Service is made up of approximately 25 real customers who meet for one full day, once a month to:

- Carry out customer inspection activities to check that we are meeting our service standards through a range of mystery shopping and reality checking exercises;
- Identify customer issues and experiences of accessing services within Neighbourhoods and Adult Services
- Look at feedback including complaints and customer satisfaction findings to see what we can learn from them and what we can improve on
- Provide input into the development of our service standards
- Consider the wording of leaflets and posters and other customer information to ensure that they are classed as 'easy Read' and customer approved.

Last year we carried out around 30 mystery shopping activities across the Directorate including reception area reality checks, RotherCare Community Alarm Service workshadow, Meals on Wheels Mystery Shop, Safer Neighbourhood Teams door knocking surveys and much more. Activities have resulted in some real improvements for our customers which have been published in our annual Mystery Shopping Results booklet and displayed at reception areas by posters.

Over the next 12 months we will be working on doubling the number of customers involved in inspecting our services through targeted publicity campaigns and by linking into existing focus groups.



Customer Service Excellence Standard (Charter Mark)

Through demonstrating our focus on customers and the service they receive the prestigious Charter Mark Customer Excellence award was retained for Neighbourhood Services, Meals on Wheels, Transport, RotherCare and The Visual Impairment Team during our annual continuous improvement assessments in 2007.

During March 2008, the new Customer Service Excellence Standard was launched (replacing CharterMark) with strengthened focus on Customer Insight 'do you know who your customers are', customer satisfaction and consultation and customer involvement.

Neighbourhoods & Adult Services have been awarded the 'Standard Bearer' status by the Cabinet Office for the Customer Service Excellence Standard in recognition of our excellent approaches to customer service. As a Standard Bearer we will be seen and recognised as a beacon of good practice across the country and across all sectors. We will be one of the first organisations to be assessed against the new standard, our aim is to be assessed and accredited across the whole Directorate by July 2008.



Our Workforce Development

Workforce development is about linking workforce needs to the future design of services and must relate closely with the Directorate service planning process so that we have the right number of staff with the right skills in the right places at the right time.

The Workforce Development Strategy reflects the approach to planning, tracking and reviewing the performance of individuals and teams at all levels. It works hand in hand with the Service Plan to ensure our goals are achieved.

The key objectives for the Strategy are as follows:

- To develop the leadership capacity of the organisation
- To develop the skills and capacity of the workforce
- Developing the Organisation
- Resourcing
- Pay and Rewards

Leadership and Management

The Directorate continue to develop Leaders as opposed to Managers, as the service moves along its modernisation agenda. Directors are highly competent Leaders who share good practice and look to talent management from within its workforce. Through secondments, formal and informal training, projects or opportunities presenting through service developments, staff are empowered to take ownership and make change happen.

Our Cabinet Members, Cllr Jahangir Akhtar and Cllr Maurice Kirk will continue to challenge how services are delivered and be supportive to change, and along with other Elected

Members, continue to develop within our Directorate through monthly training sessions where they visit our Services, meet teams and experience first hand how services are delivered on the frontline.

Annual strategic planning is led by Directors, via Staff/Customer Roadshows, Team Workshops, Visioning Sessions and other events which encourage open consultation so that Service Planning and Transformational Change continues to be a two-way process.

All Managers working within the Council are performance managed through competencies which form part of a Manager's Performance and Development Review. These competencies are continually raised through numerous development processes such as:-

- The Rotherham MBC Manager Development Centre where Managers undertake a 360 degree assessment resulting in a personalized development plan which is then fed into their PDR.
- Management into Leadership Programme in partnership with Leeds Metropolitan University which enables managers to attain post graduate certificates and diplomas in management, all relative to their role within RMBC.
- Chartered Management Institute (CMI) in partnership with Park Lane College at Wakefield, which provides an introduction to management award at levels 3 or 4
- Rotherham MBC Policy and Practice Workshops that concentrate on Corporate Operational Leadership Issues.
- In-house Accredited Institute of Leadership and Management (ILM) Centre which provides the award of ILM Level 3 Introductory Certificate in First Line Management
- In partnership with the Primary Care Trust a jointly run Leading an Empowered Organisation (LEO) programme which enables Managers from both organizations to learn together.
- Post Qualifying Framework Management and Leadership Award for Social Work Education and Training which supports our Social Work Managers to undertake continuous development in the social care field and pass on new developments to teams.
- In-house 'Becoming a Better People Manager' Peer Group Sessions which are complimented with a Guidance Booklet setting out how our Directorate interprets issues such as HR, Investors, Workforce, Strategic Planning etc to ensure equality of service for all staff.

Developing Skills and Capacity of the Workforce

Learning and development provision is an essential part of improved service delivery. We recognise that a well trained workforce provided with development opportunities will help to create a learning culture and move us towards being a learning organisation.

Professional Development Reviews and issues raised in the Employee Opinion Survey have been fed into the Workforce Development Strategy making it a living document, changeable on an annual and bi-annual basis. The PDR/Team Plan process ensures that staff understand:

- What they need to achieve in their job and how their performance is managed,
- How they can work to put Neighbourhoods and Adult Services values into practice,
- How their skills can be developed in their role,
- how their learning and development impacts on the service,
- how well they have performed against agreed objectives/targets.

Learning and Development is aligned into three categories of Service/Team Plan Critical, Competency Based, Continued Professional Development and Personal Development. Current need has been identified and budgets have been set to respond to the needs and ensure that the workforce drive service improvements and raise standards set both locally through our Learning from Customers Forums, Nationally through Chartered Institutes or Regionally through Skills for Care's National Minimum Data Set.

The Department of Health's National Training Strategy (NTS) and Human Resource Development Strategy (HRDS) grants provide the main funding to shape and support workforce development. The table below summarises the budget available to develop social care workers in Rotherham for both adults' social care and children's services for 2007/2008 for the NTS and HRDS grants and their sub programmes.

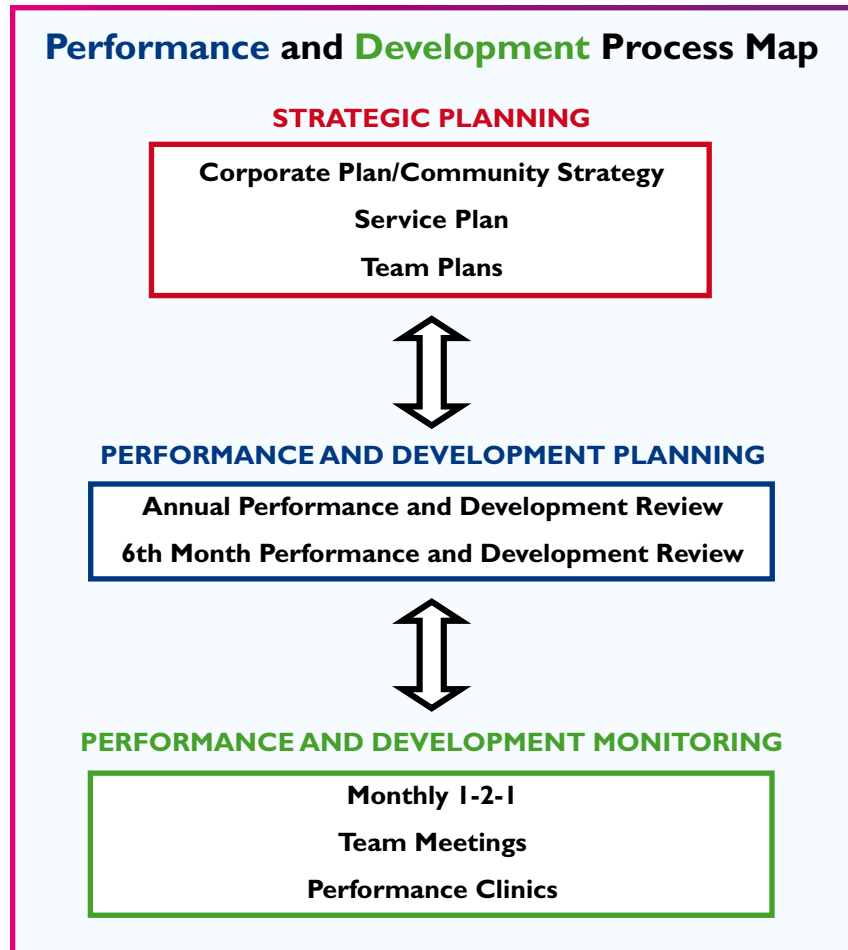
National Training Strategy Grant	£557,213
National Minimum Standards	£419,096
Trainee Social Worker Scheme	£66,296
PQ Training	£71,821
HR Development Strategy Grant	£258,278
HR Development	£258,278
Total budget	£815,491

“Reduced waiting times for major adaptations from 183 days to 52 days”

Performance and Development Reviews (PDR's)

As part of our performance management protocol, we have re-aligned practices and created a single performance and development planning and monitoring system to ensure that all staff are effectively managing change and meeting objectives set out in both Team and individual PDR Plans.

The new system in place which supports the Golden Thread approach moves away from a traditional approach to 'supervision' and ensures that all staff from across the Directorate follow one system delivering an equality of service and Investor in People culture:-



Evaluation of all learning and development will continue to be undertaken both at a local level, through Learning and Development Passports and NAS3 Forms, and at an organisation level to ensure that all development improves our professional standards and places our Service in the workplace and creates an environment of continuous improvement.

A centrally managed Learning and Development budget is utilized to commission training across the Directorate which supports our drive to create efficiency savings through cross-Directorate/External Partnership working.

Organisational Development

To assist our workforce to gain new skills and work more flexibly, we are introducing flexible/mobile working solutions for Social Worker Teams which introduces electronic social care records fully internet ready. This initiative has been possible due to efficiency savings which have been reinvested into agile working options. Learning from this will help us to plan a full Directorate-wide scheme in line with the Corporate Agile Working Solution currently being devised.

Work continues with the PCT and other Partners into organisational development initiatives. Currently Human Resource and Flexible Working has been jointly assessed and learning from this will initially feed into the Integrated Services of the Children and Young People Services for piloting prior to implementing within our Directorate.

To ensure that our Private and Voluntary Sector Partners are involved in this, as part of the Commissioning process, service level agreements will be created to promote seamless organisational protocols so that standards commence at a suitable level and improve alongside the Council, PCT and South Yorkshire Police.

Registration of the the Directorate's social care workforce has commenced on a phased approach to establish a baseline position from which to improve. To maintain the professionalism of the workforce it will be necessary to embed a culture of continuing professional development and provide learning opportunities to meet both National Minimum Standards and re-registration requirements of the General Social Care Council.

ICT and E:Government Strategy

For many years the Council has worked closely with its partners in the Rotherham Health Community, including the Primary Care Trust and the Rotherham District Foundation Trust as well as the Rotherham, Doncaster and South Humber Trust (RDASH) who provide, with us, mental health services in Rotherham. We are involved in the PCT's "Joined Up Information Programme Team" which covers the National Programme for IT and Connecting for Health initiatives in addition to overseeing the joint work on integration and shared networking across the agencies.

Within our Directorate development we have improved how we communicate both internally and externally through a review over the last 12 months with staff and customers. A fundamental improvement arising from this is the massive improvements being made to the intranet and internet systems. Customers have now more access to services, 24/7, through the Internet, direct to individual services through the use of e:forms.

As part of the Communications Strategy, systems are now in place which enable both staff and customers to complete surveys, access 24 hour services by email and e-forms and make comments, suggestions or complaints online. Further developments in the Council's Website will enable our Directorate to utilise Instant Customer Satisfaction Testing and Chat Rooms as a way to communicate and access services.

Through continued discussions with Anite (the suppliers of the SWIFT database) new ways of working for practitioners are forming that will revolutionise the sector. On an interim basis, to support Our First Contact Initiative to improve our single assessment, care planning and care management process, eForms have been introduced to the majority of our frontline services. During 2008/09 we intend to transfer from 24 hour email access to eForm access, which has been identified as a better and easier mechanism for use by customers.

As part of our intended approach to Agile Working, there is an identified need to ensure that all staff whether frontline or strategic are competent in the use of all forms of information technology that is utilised. Greater emphasis over the period of this plan will be placed on ensuring a minimum standard is reached, with specialist training for teams who require administrator knowledge of systems in order to programme and monitor:

Agile Working

The Council is currently working in line with a corporate approach to Agile Working Solutions.

Electronic Social Care Records, a Department of Health requirement for all existing and future social care case files to be stored and used electronically, is a key driver for our Directorate. In response to this and the aspirations of customers to access services more quickly, we aim to introduce flexible working for all staff working in the South Social Work and Occupational Therapy Teams with effect from July 2008. Learning from this will shape how we implement further agile working solutions across the Directorate.

In respect of Electronic Monitoring of Home Care (EHCM), the use of I.T. solutions is being considered to monitor and quality assure the delivery of home care services which will lead to increased customer satisfaction, receiving the right amount of care at the right time, improving productive time for home carers, reduction in administrative and finance time and improving safety for carers.

Accommodation

Agile working sits closely with the new accommodation strategy for our Directorate. Introducing a flexible approach to working at home, mobile or office working will determine the amount of accommodation space required. This will result in initial savings, which need to be reinvested into supporting setting up home and mobile working solutions.

Some of our current buildings are unsuitable for future use, whether through age and associated repair and maintenance costs, DDA compliance, or simple under-use and inefficiency. Key decisions will be made during 2008/09 to relocate staff into Corporate Customer Service Centres, Town Centre Accommodation and locality bases which will have both good customer access and are value for money.

Car parking remains an issue as the Council drives forward the green agenda. We have to acknowledge staff who need cars for work purposes and accommodate this need in the most effective way. For staff that do not require cars for work, there will need to be cultural change and a shift towards car sharing, as parking is not always a given with accommodation in town centre locations. Through the implementation of agile working, one intended outcome is that less accommodation and therefore parking will be required, as staff undertake their duties either completely from home or from home to customer, thus reducing costs to both staff and the Council.

Pay and Rewards

The Single Status Agreement (which includes Job Evaluation) was reached nationally in 1997 between employers and relevant Trade Unions. Under this agreement the Council has already harmonised working hours at 37 hours per week for all full time employees, giving an immediate increase in basic hourly rates and overtime payments to those employees paid on the former manual grades. The Council has also improved annual leave arrangements for this group of employees to bring them into line with former staff APT&C grades.

A new pay structure has now been introduced and Job Evaluation for all non-school employees currently paid within the range Scale 1 to Scale 3 was implemented on 1st April 2006, this included all weekly paid non-school employees covered by the Green Book conditions. All remaining employees covered by the Job Evaluation exercise were assimilated to the new salary structure from 1st April 2008.

Investing in our workforce will be critical during the implementation of job evaluation and steps are currently being taken to communicate changes and emphasize benefits to all staff during this time. As an Investor in People organization, morale is key to an effective workforce, and throughout restructure, job evaluation and shifting the balance, great strides have and will continue to be made to keep our workforce morale high.

Workforce Information and Planning

Accurate information on the skills needed by workers is important for planning the future workforce and service delivery. This information is paramount when it will be used for integrated workforce planning across the statutory, private and voluntary sector labour market.

All staff information is currently held on the HR Yourself IT System, and workforce data is extractable in relation to age, ethnicity, pay, recruitment and retention, sickness, learning and development, and disciplinary and grievance information.

The introduction of the National Minimum Data Set Database will compliment the HR data and reveal a more informative picture of our workforce and help us to identify hot spot areas where concentrated initiatives need to be implemented.

To support the Shifting the Balance and JSNA, we intend to introduce during 2008/09 the Population Centric approach to Workforce Planning, a method currently being introduced into the PCT and NHS. This style of workforce planning will help us to centre our service on our customer and their needs, and through utilising the population centric tool kit, help us to create new types of workers that will need to be introduced to enable our service to develop its workforce in response to current and future needs of our communities.

“Put in place ‘No Cold Calling’ zones across the borough.”

Investors in People and Employee Opinion Survey

Neighbourhoods and Adult Services and the Council as a whole retained the Investors in People (IIP) status following an external review early in 2007. Neighbourhoods and Adult Services were fully compliant against all 10 indicators, and have been held up as good practice across the Council. An external IIP review is due to be undertaken in 2009.

The Council's Employee Opinion Survey was conducted during the Summer of 2006. Results indicated an improvement in Adult Social Services but more significantly in Neighbourhoods since the survey was conducted in 2004. A summary of the key results are below for both services compared with the Council average.

A new Survey will be conducted in June 2008, and improvements will be fed into the Workforce Strategy Action Plan and all Team Plans as part of the EFQM process.

The Workforce Strategy action plan details initiatives that are needed to improve on the employee opinion scores and address staff concerns. During 2007/08, the following improvements were implemented:-

- Creation of a Weekly AsOne Internal Newsletter was established as we moved through the restructure to keep staff informed of the changes. Since January 2008, this newsletter is now produced Monthly and provides an opportunity for staff to publicise their work – detailing how this fits into our outcomes and visions, along with articles of celebration, reward and recognition.
- A Neighbourhoods discussion forum on the intranet where staff can discuss projects that others may want to be involved in, pose questions to Senior Managers on any issue or just ask colleagues general questions about policy or procedure. This is currently being developed into an anonymous chat room to answer staff issues.
 - Quality testing with staff on relevance, timing, presentation and style of information being distributed to staff is regularly undertaken across the Directorate. Changes have been made to the Weekly Briefings and our mechanisms for producing info as a direct result of feedback.
 - The Employee Suggestion Scheme has been promoted with a major commitment and dedicated team has been established to respond to suggestions. The system is now working well and we regularly include suggestions submitted each month into AsOne to raise its profile.
 - Leadership Sessions with our new M4, M3, M2 and M1 Managers were re-established following completion of the restructure and are proving very successful. There is an element of competition between Departments on who can produce the most informative, interactive and well received session, which all Managers then take back to their workplace and disseminate to teams.

	2006 (Adult Social Services) % Strongly agree/ Agree	2006 (Neighbourhoods) % Strongly agree/ Agree	% Joint Results	2006 (Council overall) % Strongly agree/ Agree	Variation from Council overall
1 I have the resources to do my job properly	41	59	50	52	-2
2 I am happy at work*	64	72	68	65	+3
3 My unit/service is always trying to improve the way we do things	56	77	67	68	-1
4 I am encouraged to try out new ideas and approaches	49	71	60	61	-1



- STAR Awards continue to praise an Employee and Team each month, detailing in AsOne why they have won it. Through feedback, we know this award is valued, and have streamlined the application to take into account more Directorate related outcomes rather than against the HEART Commitments. All submissions are automatically entered into the Council's HEART Awards Scheme and has been proving successful, as we have won a large number of awards over the last 12 months.
- The Director, both by letter, email or in person, along with comments made at Leadership Sessions, regularly praises individuals and teams for their commitment. These messages are passed onto staff as part of our culture or valuing everyone's contribution.
- Team Plans have been created through the EFQM Excellence Model, and 2008 has seen the Directorate adopt a single style approach to creating team plans which will be published on the intranet. More interactive objectives between teams have been identified, along with an assurance as part of EFQM that workforce issues are included to address future changes in service delivery.
- All learning and development is monitored and managed by one team who ensure that our pre and post evaluation takes place. All NAS Forms have been updated to identify links with Social Care Outcomes and Corporate Visions, along with objectives listed in team plans.
- Service Standards and "Learning From Customers" has developed since 2007, with the Directorate now being one of the few Standard Bearers for Customer Excellence across the country. Staff and customers continue to work together to raise the standards, and customer service quality is raised through promotional campaigns, e.g. posters on all corridors and stairwells in Crinoline and Howard Building, along with customer orientated posters on services provided in reception areas.
- To ensure that all managers deliver an equitable management function across the Directorate, we created in 2007, a 'Becoming a Better People Manager' booklet. We continue to update this living document, and hold training sessions that cover HR, H&S, Workforce issues. Managers refer to this booklet to ensure they comply with corporate guidance, or to see how certain issues are addressed. This has resulted in the same level of service for staff, removing a large element of interpretation.

Emphasis on core areas will continue during 2008/09 and more initiatives will be included once the results of the June 2008 survey are produced:-

- Ensuring all staff receive a Performance and Development Review.
- Maximising access for all staff on Training and Development activities.
- Providing feedback on all staff suggestions and ideas.
- Conducting full staff consultation on organisational change.
- Responding to all employee feedback in a timely manner.

Sickness Levels

Sickness levels across the Council was recognised as a significant area of weakness in the Corporate Assessment and the Social Care Annual Performance Assessment. A corporate performance clinic identified particularly high levels of absence in our Directorate because of the nature of the work undertaken and the profile of the workforce.

We continue to set ourselves challenging targets to reduce the sickness levels along with strengthening procedures. Sickness absence is regularly monitored at a senior level and the performance management framework is used to monitor further improvements.

Our performance in 2007/08 was not at the level we would have hoped for and as a result we instigated Performance Clinics across all services. Strategies used to improve performance include counselling and welfare facilities, rehabilitation back to work at the earliest opportunity, ongoing training and development for managers in the effects of sickness absence and, where appropriate, effective redeployment of staff on health grounds, or the use of disciplinary procedures.

Additional developments in managing absence in 2008/09 include pilot scheme utilising physiotherapy to reduce the incidences of musculo-skeletal absence as well as using Performance Clinics more extensively with managers throughout the Directorate resulted in over 250,000 staff accessing this service.



Diversity of the Workforce

A key feature of the modernising and improvement agenda for the Council is to understand and meet the needs of an increasingly diverse community. It is therefore important that all employees have a good understanding of why equality and diversity is important and demonstrate their commitment to putting this into practice. The Council's Workforce Development Strategy commit the Council to ensuring adequate training for our employees on Equalities and Diversity.

The Council's equalities training requirements and the needs of individuals themselves will be dependent upon an employee's position and role within the Council. Our training programmes encompass equalities issues covering both service delivery and employment. Increasingly the requirements of the Corporate Performance Assessment (CPA) process places an emphasis of raising awareness of equality and diversity amongst our workforce and this is necessary to underpin progress through the Equality Standard for Local Government. Our trainers will offer training packages covering three target groups aimed at developing the awareness, skills and competencies of employees: generic equality and diversity awareness training aimed at all employees, equality and diversity training for front-line service delivery employees, and equality and diversity training for managers.

We recognise the importance of having a workforce that reflects the community of Rotherham and will take positive actions at job and career fairs and in general recruitment advertising to encourage applications from under represented groups. We will maximise the benefits of the internet to recruit from regional, national and potentially international labour markets, especially in areas of recruitment 'hotspots'. Also, with any future trainee schemes we will ensure positive actions where we have under representation in our workforce profile.

Recruitment and Retention

Demographic changes in Rotherham and increased expectations of service users mean that recruitment and retention of the workforce is a challenge. Workforce information and planning, building leadership and management capacity, providing appropriate learning and development opportunities with career pathways, traineeships and rewards collectively help our workforce to achieve their potential and remain employed in Neighbourhoods and Adult Services.

Workforce development is about linking workforce needs to the future design of customer services and the interaction with the Directorate service planning.

Section 4 – Our Plans

The Neighbourhoods and Adult Services Directorate suite of key performance indicators for 2008/09 reflects the old and new Local Area Agreement (LAA) targets, the new national indicators which cover key national policy areas and some existing indicators that we have retained locally on priorities such as helping people to live at home. The Safer Rotherham Partnership also consider a range of community safety performance measures that we also contribute towards. Due to the amount of changes that have taken place for national reporting, we are not in a position to confirm all targets and baseline data. We are working closely with the Government departments and national benchmarking groups to produce accurate information.

NI	Definition	Baseline	08/09	09/10	10/11	Lead
Alive						
120	All-age all cause mortality rate (per 100,000 population)	821.7 Males (05/06)	764 Males	748 Males	732 Males	PCT
		584.4 Females (05/06)	538 Females	530 Females	521 Females	
135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	New measure	16	19	22	Sam Newton
135	People supported to live independently through social services (All Ages)	New measure	Under consideration			Sam Newton
141	Percentage of vulnerable people achieving independent living	Awaiting Info	78	80	82	Tim Gollins
2006-2009 Stretch targets						
	Older People Helped to Live at Home	93.64	102			Sam Newton
	No. of Adults and Older People using Direct Payments	71.4	155			Kim Curry
	No. of people diagnosed with COPD proven by spirometry	3942	5400			PCT
	No. of people with COPD who have received rehabilitation	0	700			PCT
	Proportion of Clients receiving a Review	34.7	69.7			Sam Newton

NI	Definition	Baseline	08/09	09/10	10/11	Lead
Safe						
16	Serious acquisitive crime rate	20.48 offences per 1,000 population (5188 offences)	3%	6%	10% overall reduction in three yrs	South Yorkshire Police (Rotherham) Crime Manager
17	Perceptions of anti-social behaviour	30% (LGUSS)	1%	3%	5% reduction on baseline figure	Steve Parry
18	Adult re-offending rates for those under probation supervision	New measure	TBC - Information still emerging on how to report on this. Targets will be set once baseline figure is agreed.			Graham Jones / Steve Parry
20	Assault with injury crime rate	11.97 offences per 1,000 population (3031 offences)	2%	5%	8% reduction on baseline figure	South Yorkshire Police (Rotherham) Crime Manager
40	Drug users in effective treatment	1,274	3%	4%	5%	Anne Charlesworth (PCT)
47	People killed or seriously injured in road traffic accidents	93 (2005 calendar year reported 06/07) 96 (2006 calendar year to be reported 2007/08)	110 (07 Cal Yr)	106 (08 Cal Yr)	101 (09 Cal Yr)	Ken Wheat
111	First time entrants to the Youth Justice System aged 10 - 17	Being validated	3%	6%	10% Improvement	Simon Perry
154	Net additional homes provided	468 (06/07) (TBC)	Further work being undertaken			Karl Battersby
155	Number of affordable homes delivered (gross)	Awaiting info	Further work being undertaken			Karl Battersby / Michelle Musgrave
158	% non-decent council homes	64% (2007/08)	54%	43%	0%	Michelle Musgrave

NI	Definition	Baseline	08/09	09/10	10/11	Lead
2006-2009 Stretch targets						
	Percentage of residents reporting antisocial behaviour	x	5% reduction			Michelle Musgrave
	Arson reduction	2262	2036			Gordon Charlesworth (S.Yorks Fire)
	Nuisance motorcycles	x	5% reduction			Steve Parry
	Repeat Domestic Violence incidents	34.1	29.1			Steve Parry
	Sanction detection rate	7.5	35			Steve Parry
Proud						
1	% of people who believe people from different backgrounds get on well together in their local area	61% (General Survey 06/07) 31% (QOL Survey 2005/06)	Further work to be undertaken. Targets to be set against the baseline from the Place Based survey undertaken in 2008.			Zafar Saleem
4	% of people who feel they can influence decisions in their locality	29% (General Survey 2006/07) 13% (QOL Survey 2005/06)	Further work to be undertaken. Targets to be set against the baseline from the Place Based survey undertaken in 2008.			Tracy Holmes/ Jan Layland
7	Environment for a thriving third sector	New measure	Further work to be undertaken - Gov't is looking for a statistically significant improvement of 5.1%			Julie Slatter

Our Performance Targets

Line	Measure	2007/08 Actual	Top Q/ Band	2008/09 Target	2009/10 Target	2010/11 Target	Lead Director
Outcomes Framework 1: Improving Health and Emotional Well-being							
1	AS LPI PAF D40 Adult and Older clients receiving a review as a percentage of adult clients receiving a service (KT)	75.04	75	76	80	90	Sam Newton
2	NI 119 Self-reported measure of people's overall health and well being	No baselines, targets to be set after first Place Survey undertaken this year					Shona McFarlane
4	NI 131 Delayed transfers of care from hospitals	16	16	15.5	15	14.5	Sam Newton
5	NI 184 Food establishments in the area which are broadly compliant with food hygiene law	tbc	n/a	75%	tbc	tbc	Michelle Musgrave
Outcomes Framework 2: Improved Quality of Life							
8	LPI C28 Number of intensive home care per 1,000 65+	569	694	653	694	735	Sam Newton
9	NI 125 Achieving independence for older people through rehabilitation / intermediate care	tbc	n/a	tbc	tbc	tbc	Shona McFarlane
10	NI 127 Self-reported experience of social care users	Being introduced as a survey in 2009/10					Shona McFarlane
11	NI 147 Care leavers in suitable accommodation	Owned by CYP but a transitions measure so some accountability for NAS					Shona McFarlane
12	NI 149 Adults in contact with secondary mental health services in settled accommodation	tbc	n/a	tbc	tbc	tbc	Shona McFarlane
13	NI 149 Adults in contact with secondary mental health services in settled accommodation	69.72	101	102	103 or 90	104 or 101	Sam Newton
14	LPI Average waiting time for an OT assessment	c.1200	tbc	tbc	tbc	tbc	Kirsty Everson
15	BV056.03 (PAF D54) %Equipment <£1000 in 7 days (KT)	85.3	91	91	93	95	Kirsty Everson
16	AS LPI PAF C29 Adults with physical disabilities helped to live at home	2.73	5.2	4.2	4.7	5.2	Sam Newton
17	AS LPI PAF C30 Adults with learning disabilities helped to live at home	3.02	3.2	3.04	3.07	3.10	Shona McFarlane
18	AS LPI PAF C31 Adults with mental health problems helped to live at home	4.18	4.8	4.8	4.9	5	Kim Curry

Line	Measure	2007/08 Actual	Top Q/ Band	2008/09 Target	2009/10 Target	2010/11 Target	Lead Director
19	NI 135 Carers receiving needs assessment of review and a specific carers service, or advice and information	22%	20.7%	20%	20%	30%	Sam Newton
20	NI 136 People supported to live independently through social services (all ages)	2803	n/a	3083	3223	3364	Kirsty Everson
21	NI 141 Number of vulnerable people achieving independent living	tbc	n/a	78.5	80	82	Kirsty Everson
22	NI 142 Number of vulnerable people who are supported to maintain independent living	tbc	n/a	tbc	tbc	tbc	Kirsty Everson
23	NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order of licence	Owned by Probation but NAS need some accountability for rehousing offenders					Kirsty Everson
24	NI 145 Adults with a learning disability in settled accommodation	tbc	tbc	tbc	tbc	tbc	Shona McFarlane
25	AS LPI PAF C62 Services for Carers	9.11	11.4	20	25	30	Sam Newton
26	AS LPI 102 Number of protection plans in place	40	n/a	50	55	60	Sam Newton
29	BV 66a % Rent Collection	98.47%	98.59%	98.49%	98.5%	98.51%	2010 Rotherham Ltd.
30	BV 66b % of tenants in rent arrears	2.89%	4.12%	2.87%	2.86%	2.85%	2010 Rotherham Ltd.
31	BV 66c % of tenants with an NSP	11.25%	17.06%	11.23%	11.22%	11.21%	2010 Rotherham Ltd.
32	BV 66d % of tenants evicted	0.27%	0%	0.26%	0.25%	0.24%	2010 Rotherham Ltd.
33	NM 72 Urgent repairs completed in time	98.48%	n/a	99%	99.25%	99.3%	2010 Rotherham Ltd.
34	NM 73 Non-urgent repairs completed in time	9.42	n/a	9	8.75	8.5	2010 Rotherham Ltd.
36	NI 160 Local Authority tenants' satisfaction with landlord services	74%	85%	77%	80%	83%	Michelle Musgrave
37	NI 182 Satisfaction of businesses with local authority regulation services	n/a	n/a	70%	tbc	tbc	Michelle Musgrave
38	NI 190 Achievement in meeting standards for the control system for animal health	Indicator is being implemented by DCLG in 2009/10 following new Animal Health legislation					Michelle Musgrave
39	BV 212 Average Relet Time	37	29	18	17	16	Michelle Musgrave

Line	Measure	2007/08 Actual	Top Q/ Band	2008/09 Target	2009/10 Target	2010/11 Target	Lead Director
Outcomes Framework 3: Making a positive contribution							
48	NI 3 Civic participation in the local area	Owned by CEO but NAS accountability required through Area Assemblies					Michelle Musgrave
Outcomes Framework 4: Increased Choice and Control							
49	BV195 (PAF D55) Acceptable waiting times for assessment (KT)	85	88	90	91	92	Sam Newton
50	LPI within 2 weeks BV195 (PAF D55) Acceptable waiting times for assessment (KT) [suggested by Scott]	62.3	69.6	75	76	77	Sam Newton
51	BV196 (PAF D56) Acceptable wait for care packages (KT)	85.24	93		91	93	Sam Newton
52	NI 132 Timeliness of social care assessment	86%	88%	90%	95%	100%	Sam Newton
53	NI 133 Timeliness of social care packages	85%	91%	90%	95%	100%	Sam Newton
54	NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	Based on this year's Place Survey (goes out to random sample of residents and not just social care users) so targets set when baseline known					Kirsty Everson
55	BV201 (PAF C51) Adults receiving direct payments (KT)	159	127	165	170	175	Kim Curry
56	NI 130 Social care clients receiving self directed support (DP/IBs)	159	122	165	180	200	Kim Curry
57	AS LPI (PAF C72) Number of admissions of supported residents aged 65+ to residential and nursing care	90.67	74	89	88	87	Sam Newton
58	AS LPI (PAF D39) % of people receiving a statement of their needs and how they will be met	90.88	98	96	98	99	Sam Newton
59	AS LPI (PAF C73) Number of admissions of supported residents under 65 to residential and nursing care	1.93	1.4	1.49	1.4	1.35	Sam Newton
60	AS LPI PAF E 82 Assessments of adults and older people leading to a provision of service	86.02%	80%	86%	86%	86%	Sam Newton
61	AS LPI PAF E 82 Assessments of adults and older people leading to a provision of service	8{874)	5	7	8	9	Kirsty Everson

Line	Measure	2007/08 Actual	Top Q/ Band	2008/09 Target	2009/10 Target	2010/11 Target	Lead Director
Outcomes Framework 5: Freedom from Discrimination							
62	Ethnicity KT - Assessment / reviews	0.46	0.7	0.45	0.4	0.35	Sam Newton Mark Joynes
63	Ethnicity KT - Services	0.34	0.7	0.3	0.25	0.2	Sam Newton
64	Ethnicity KT - Services	1.09%	1.46%	1.46%	1.48%	1.5%	Sam Newton
65	AS LPI PAF E 48 Ethnicity of older people receiving services following an assessment	1.06%	1.05%	1.05%	1.04%	1.03%	Sam Newton
Outcomes Framework 6: Economic Well-being							
66	BV 64 Private sector homes demolished / made fit	79	95	120	135	135	Michelle Musgrave ?? SEE John
67	NI 155 Number of affordable homes delivered	122	n/a	145	176	213	EDS / Michelle Musgrave
69	NI 155 Number of affordable homes delivered	122	n/a	145	176	213	EDS / Michelle Musgrave
70	NI 12 Refused and deferred HMO license applications leading to immigration enforcement activity	For introduction in 2009/10					Michelle Musgrave
71	NI 146 Adults with learning disabilities in employment	n/a	n/a	tbc	tbc	tbc	Shona McFarlane
72	NI 150 Adults in contact with secondary mental health services in employment	n/a	n/a	tbc	tbc	tbc	Shona McFarlane
73	NI 183 Impact of local authority regulatory services on the fair trading environment	n/a	n/a	tbc	tbc	tbc	Michelle Musgrave
74	NI 187 Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating	New PI	NA	62	64	66	Michelle Musgrave ?? Fuel survey
80	NI 156 Number of households living in Temporary Accommodation	53	NA	51	41	31	Kirsty Everson
Outcomes Framework 7: Maintaining Personal Dignity and Respect							
83	AS LPI (PAF D37) Availability of single rooms	100	100	100	100	100	Sam Newton
84	LPI Number of Safeguarding reports	251	276	263	302	287	Sam Newton

Line	Measure	2007/08 Actual	Top Q/ Band	2008/09 Target	2009/10 Target	2010/11 Target	Lead Director
Outcomes Framework 5: Freedom from Discrimination							
85	LPI % safeguarding cases completed	245	208	259	298	284	Sam Newton
86	LPI % of NAS staff trained in safeguarding	93%	NA	100%	100%	100%	Sam Newton
87	NI 128 User reported measure of respect and dignity in their treatment	For introduction in 2009/10					Shona McFarlane
88	NI 129 End of life access to palliative care enabling people to choose to die at home	Owned by PCT but NAS accountability required					Shona McFarlane
Outcomes Framework 8: Leadership							
89	Ethnicity KT - Staffing	2.61	0.3	1	0.7	0.3	DMT
90	AS LPI (PAF D75) Practice Learning	20.6	15.9	24.9	26	27	Kim Curry
Outcomes Framework 9: Commissioning and Use of Resources							
91	AS LPI (PAF B11) Intensive home care as a % of intensive home and residential care	29	33	30	31.5	33	Sam Newton
92	AM 211a % Expenditure on Planned Work	39%	n/a	53.66%	60%	60%	2010 Rotherham Ltd.
93	HMR2 % Housing Market Renewal Spend	112%	n/a	38%	78%	100%	Michelle Musgrave



Strategic Objective Action Plan

Strategic Objective 1:

To improve access and standards of service where performance compares less well, with the best to contribute to an excellent rating by the year 2009.

Contributing to Increasing Choice and Control, Maintaining Personal Dignity and Respect and Improved Quality of Life and ROTHERHAM ACHIEVING & FAIRNESS

Ref.	Priority Action	Lead Director	Completion Date
I.1	Provide customer access 24/7 including web access for all services by December 2008.	Kim Curry	December 2008
I.2	Implement the principles of Assessment Direct across NAS	Kim Curry	March 2009
I.3	Complete the modernisation of the OT Service to improve performance and quality to meet other assessment standards	Kim Curry	March 2009
I.4	Increase participation, involvement and satisfaction with opportunities to be involved in decision making through Area Assemblies	Michelle Musgrave	March 2009
I.5	Put in place multi-agency performance management framework for measuring the impact of the delivery of Neighbourhood Charters/Standards at Area Assembly level so that communities can hold service providers accountable	Michelle Musgrave	March 2009
I.6	Assessments and provision of service reflects the demographic make up of the population	Sam Newton	March 2009
I.7	Achieving Level 5 of the Equalities Standard specifically testing whether services are culturally sensitive	Kim Curry	December 2008
I.8	Improve information, advice and support for people who fund their own services.	Kim Curry	March 2009
I.9	Increase performance of the number of people who receive an annual review and statement of need to best in class	Sam Newton	March 2009

“Developed a Commissioning Strategy for Rotherham Social Care following the completion of the Joint Strategic Needs Assessment.”

Strategic Objective 2:

To further reduce the problem of crime and anti-social behaviour in a way which contributes to the reduction of the fear of crime by the year 2011

Contributing to Freedom from Discrimination and Harassment and ROTHERHAM SAFE

Ref.	Priority Action		
2.1	Work in partnership with the Safer Rotherham Partnership to reduce by 5% recorded domestic violence offences by March 2009 through the delivery of the Domestic Violence Strategy.	Michelle Musgrave	March 2009
2.2	Reduce the incidence and impact of anti-social behaviour in our communities from 48% to 43% by March 09, through the delivery of the RESPECT action plan	Michelle Musgrave	March 2009
2.3	Implement a multi-agency approach to 'Every Contact Counts' and a marketing and feedback framework to increase community confidence and safeguarding of vulnerable and elderly people.	Michelle Musgrave	March 2009
2.4	Increase business compliance from 92.7% to 93.7% with regards to underage alcohol and tobacco sales	Michelle Musgrave	March 2009
2.5	Implement the findings of the review of our Safer Neighbourhood Teams	Michelle Musgrave	December 2008
2.6	Put in place improved customer access arrangements for reporting community safety	Michelle Musgrave	March 2009
2.7	Develop a new community cohesion and tension monitoring service for Rotherham to improve the way in which community cohesion and tension is co-ordinated and broadens its focus to address all Hate Crime	Michelle Musgrave	December 2008

“Assessment Direct’ has gone live radically changing how we deal with the customer face to face to a ‘one stop shop’ approach where customers will be given an appointment at the first point of contact. A single contact number is in place for people accessing the service by telephone.”

Strategic Objective 3:

To increase affordable housing and make better use of available housing assets in all sectors in a way which improves the range and quality of housing to create lifetime homes and sustainable neighbourhoods by the year 2011

Contributing to Improved Quality of Life and Economic Wellbeing and ROTHERHAM PROUD & SUSTAINABLE DEVELOPMENT

Ref.	Priority Action	Lead Director	Completion Date
3.1	Deliver and implement the 2008 – 11 Housing Strategy incorporating the Private Sector, Rural and Homelessness Strategies	Michelle Musgrave	March 2011
3.2	Deliver the 2008-11 27m Housing Market Renewal Investment Programme to regenerate communities.	Michelle Musgrave	March 2011
3.3	Increase the number of affordable housing in Rotherham in 2008/9 by 138 through the delivery of a range of investment vehicles	Michelle Musgrave	March 2009
3.4	To reduce the number of private sector empty properties by 60 through the delivery of a range of investment vehicles and intervention work	Michelle Musgrave	March 2009
3.5	Increasing access to social and affordable housing through the use of Choice Based Lettings across all tenures	Kirsty Everson	March 2009
3.6	Deliver 100% Decent Homes Target (Supportive Role)	Michelle Musgrave	December 2010
3.7	Develop an accommodation strategy for older people to meet the demographic challenges for future years.	Kirsty Everson	March 2009
3.8	Reduce fuel poverty for the most vulnerable sections of our community through the implementation of the private sector investment plan and Affordable Warmth and Energy Plan, improving SAP Rating from 60 to 62 in the private sector	Michelle Musgrave	March 2009
3.9	Review the housing register to facilitate the implementation of the new allocation policy and to improve people's chances to access social housing	Kirsty Everson	March 2009
3.10	Carry out an appraisal of the options for delivering the housing management and maintenance post 2010	Michelle Musgrave	March 2009
3.11	Deliver the Strategic Landlord Excellence Plan	Michelle Musgrave	September 2008

Strategic Objective 4:

To modernise services so that they are designed in a way which maximises peoples independence by the year 2011.

Contributing to Improved Health and Wellbeing, Commissioning and Use of Resources and ROTHERHAM PROUD

Ref.	Priority Action	Lead Director	Completion Date
4.1	Shift the balance from in house domiciliary care to the independent sector (35/65) to provide better value for money	Shona McFarlane	March 2009
4.2	Transform Social Care to increase choice through implementing and increasing the use of self directed so that it becomes the default position for those eligible for services	Kim Curry	March 2009
4.3	Implement the Joint Commissioning Strategy with the PCT	Kim Curry	March 2011
4.4	In conjunction with the PCT develop and progress a joint work programme	Kim Curry	March 2009
4.5	Increase the number of high level home care packages so that people remain independent for longer from 13.9% to best in class performance of 28% by 2011.	Sam Newton	March 2011
4.6	Contribute to the delivery of the Obesity Strategy through better utilisation of our Community/Neighbourhood Centres for health initiatives	Kirsty Everson	March 2009
4.7	Explore the concept of and establish the need for a fit for purpose 'Independent Living Centre'	Kirsty Everson	December 2008
4.8	Deliver 24 units of move on accommodation to reduce temporary accommodation use	Michelle Musgrave	March 2009
4.9	Modernise the Business Regulation service following Hampton review	Michelle Musgrave	March 2009
4.10	Implement the Commissioning Strategy	Kim Curry	March 2011
4.11	Review of transport/taxi arrangements to encourage independence	Shona McFarlane	March 2009
4.12	Reshape the provision of community/meals on wheels services	Shona McFarlane	March 2009
4.13	Review commissioning options for Day Care services	Kim Curry	March 2009

Strategic Objective 5:

To develop innovative services in a way which contributes to helping more people live at home by the year 2011.

Contributing to Increased Choice and Control and ROTHERHAM ALIVE

Ref.	Priority Action	Lead Director	Completion Date
5.1	Invest in assistive technology and reconfigure resources for sustainable future options	Kirsty Everson	March 2009
5.2	Modernise the Intermediate Care service in partnership with the PCT	Shona McFarlane	March 2009
5.3	Review the provision of the Community Equipment Service in line with 'Putting People First'	Kirsty Everson	March 2009
5.4	Evaluate the impact of changing the current FACs criteria in conjunction with service users.	Kim Curry	March 2009
5.5	Fundamentally review our approach to Extra Care in order to meet future demographic challenges	Kirsty Everson	March 2009
5.6	Redesign the support services to sheltered housing tenants and people in aged person accommodation to deliver a responsive, mobile, modernised and fit for the future service.	Kirsty Everson	March 2009
5.7	Implement Electronic Social Care Records	Kim Curry	December 2008
5.8	Hold 4 distinct 'Visioning Events' which each lead to innovative ideas that are low cost but provide significant improvements to our customers.	Kim Curry	December 2008

“Established a Carers Emergency Scheme which has had more than 50 carers expressing an interest in joining the scheme prior to a launch taking place.”

Strategic Objective 6:

To improve services for carers in a way which increases the level of support, resources and employment opportunities given by the year 2011

Contributing to Economic Wellbeing and ROTHERHAM ACHIEVING

Ref.	Priority Action	Lead Director	Completion Date
6.1	Hold a 'Visioning' event with all stakeholders to identify key improvements to services for carers	Kim Curry	July 2008
6.2	Develop a Carers Strategy which will significantly increase support available to Carers through: <ul style="list-style-type: none">o Increasing the number and quality of assessments and reviews for Carerso Improving the take up and awareness of existing advice and support available including electronic marketing;o Supporting for carers who wish to work to gain employment. :o Commissioning different support options for Carerso Increasing the take-up of the Carers Emergency Scheme	Kim Curry	September 2008



Strategic Objective 7:

To strengthen our approach to safeguarding adults in a way which contributes to reducing cases of abuse and increases the perception of our services delivering personal dignity and respect by 2011

Contributing to Personal Dignity and Respect and ROTHERHAM SAFE

Ref.	Priority Action	Lead Director	Completion Date
7.1	Status and profile of the Safeguarding Adults Committee to be raised	Sam Newton	July 2008
7.2	Agree a policy and arrangements with partners to ensure all their staff receive adult safeguarding training	Kim Curry	August 2008
7.3	All NAS staff receive adult safeguarding training to raise the level of vigilance in relation to adult protection	Kim Curry	March 2009
7.4	Integrate safeguarding into the Safer Rotherham Partnership agenda	Kim Curry	July 2008
7.5	Develop a performance management framework for safeguarding adults to drive up performance in the following indicators <ul style="list-style-type: none"> o Availability of single rooms – minimum target of 100% (our score last two years) o Number of referrals – minimum target of 20% increase from last year e.g. 241 (20% is national average), o Number of completed cases as a % of referrals – minimum target of 71% (national average), o Number staff trained in safeguarding and expenditure – minimum target of 71% (national average), o % of independent sector staff funded/commissioned by the Council that have been trained in safeguarding – minimum target of 31% (national average). 	Kim Curry	June 2008
7.6	Develop a safeguarding impact and needs assessment	Sam Newton	December 2008
7.7	Develop and expand safeguarding measures to protect vulnerable people from 'rogue traders'	Michelle Musgrave	March 2009
7.8	Review the information produced for customers and staff for reporting and dealing with concerns	Kim Curry	September 2008
7.9	Strengthen safeguarding management systems to improve accessibility, responsiveness, quality and effectiveness of learning and improving the service as a result.	Sam Newton	September 2008
7.10	Implement a Quality Assurance framework for Residential Homes which incorporate and embed the Dignity and Care framework	Kim Curry	September 2008

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