

# Commissioners' 18 Month Progress Review

to the Department for Communities and Local Government  
March 2016 – July 2016

# APPENDICES

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# APPENDIX A

## ROTHERHAM Improvement Plan

COLLABORATION

ENERGY

EXCELLENCE

EFFICIENCY

INTEGRITY

GOOD GOVERNANCE

phase 2 action plan

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# 1. Introduction

- 1.1 The set of actions set out within this document represent the second phase of the Rotherham MBC corporate “Fresh Start” Improvement Plan. The actions cover the period from May 2016 through to May 2017, the second full year of improvement activity following the Government’s original intervention in Rotherham and the appointment of Commissioners to take on Executive functions at the Council. The actions in this document represent the ongoing contract between the authority, Commissioners and central Government in terms of embedding the behaviours and practices of an effective council, which were set out in the detail of the two-year “Fresh Start” Improvement Plan when it was published in May 2015 <sup>1</sup> .
- 1.2 It should be acknowledged that the Council is now in a very different to position to that of around 12 months ago when the original corporate Improvement Plan was being developed, led at that stage by the Managing Director (MD) Commissioner, Stella Manzie CBE. Under the leadership of the MD Commissioner, positive and proactive progress was achieved in the successful delivery of the “phase one” actions set out in the Fresh Start plan, which the Commissioners’ 12-month report <sup>2</sup> (provided to Government in February 2016) summarised in terms of the key achievements over the first nine months of activity. In total, 82% of the Improvement Plan actions from the first phase (108 in actions total) have been delivered between May 2015 and May 2016, with number of longer-term, ongoing priorities continuing into phase two, alongside a number specific actions that were not substantively completed over the last year but which remain key to the Council’s improvement journey.
- 1.3 A key, headline achievement which has been delivered from the Plan’s first year has been the agreement of a new senior management structure at the Council, and the successful recruitment into a series of new or re-focused Strategic Director and Assistant Director positions. At the heart of this new management structure has been the appointment of a permanent Chief Executive at the Council, who took up their post from February 2016. This second phase of the Improvement Plan will therefore be driven by this new Senior Leadership Team, working in partnership with Commissioners and Elected Members.
- 1.4 Alongside new managerial leadership, the first phase of the Improvement Plan also had a key focus on enhanced political leadership at the Council, in particular demonstrated through:
- the Leader and Cabinet – expanded in December 2015 to include a total of eight elected members with revised portfolio responsibilities and recently re-confirmed by the Majority Political Group following the local elections on 5th May 2016;
  - an effective Opposition Political Group; and
  - a more dynamic and impactful Scrutiny function.
- 1.5 Key to this focus on political leadership has been the introduction of new elected member values and Code of Conduct <sup>3</sup> , as well as more effective joint working between officers and members. Ongoing peer mentoring and leadership academy support from the Local Government Association (LGA) has provided important practical and political support to this process throughout Phase One; and, in the case of Scrutiny, further support and expert advice has been received from the Centre for Public Scrutiny (CfPS). This targeted support will continue into the second phase of the Improvement Plan.
- 1.6 A further, critical development in recent months has been the restoration of some Executive decision making powers to the authority; specifically to the Leader and Cabinet, which now meets monthly in public alongside Commissioners to take the decisions required. This restoration of powers to the authority does not cover all functions of the Council – with service areas ranging from Children’s Social Care and Adults Social Care to Economic Growth, Partnership Working and Neighbourhoods and Engagement remaining under the control of Commissioners. The delivery of this second phase of the corporate Improvement Plan will help to provide the further evidence for Commissioners and Secretaries of State to consider in their review of what further functions are ready to be restored. In this regard, this Phase Two set of actions should continue to be regarded as the complementary “sister” document alongside the detailed Children and Young People’s Services Improvement Board Action Plan which maintains a detailed focus on children’s social care improvement, overseen by the Children’s Social Care Commissioner.

- 1.7 In some cases the improvement actions in Phase Two reflect specific projects that were initiated but did not reach a full conclusion in Phase One. These are explained in the notes sections of the tables below, from Section 3. In other cases they reflect the outline actions that were anticipated when the original “Fresh Start” Improvement Plan document was published in May 2016, but have been further refined by the Council’s leadership to reflect the current context and progress achieved to date.
- 1.8 This second phase of the Improvement Plan will also differ from Phase One in terms of it being delivered in parallel with a finalised new Corporate Plan for the Council in 2016/17. This new Corporate Plan will be considered by the Council at its first formal meeting in the 2016/17 municipal year and will set out the headline measures by which the Council’s overall performance, across all of its services, will be measured over the year ahead. In addition, new Directorate and Service-level Business Plans will be developed alongside the Corporate Plan to support the re-establishment of a performance culture in all Council services. Collectively these plans will refine the approach to delivering the various actions and priorities set out in the “first version” of the new Corporate Plan for the authority, agreed by the Council in December 2015.

<sup>1</sup> For information about the original Improvement Plan publication see [www.rotherham.gov.uk/improvementplan](http://www.rotherham.gov.uk/improvementplan)

<sup>2</sup> See [www.rotherham.gov.uk/homepage/386/commissioners\\_12\\_month\\_progress\\_review](http://www.rotherham.gov.uk/homepage/386/commissioners_12_month_progress_review) (specifically Appendix A)

<sup>3</sup> See [www.rotherham.gov.uk/info/200033/councillors\\_democracy\\_and\\_elections/1026/code\\_of\\_conduct\\_for\\_members](http://www.rotherham.gov.uk/info/200033/councillors_democracy_and_elections/1026/code_of_conduct_for_members)

## 2. Summary of headline actions

2.1 The Council's Chief Executive and Senior Leadership Team (SLT), working alongside Elected Members, have already taken a range of early and immediate steps to engage with the wider organisation on this second phase of the Improvement Plan in 2016/17; building on achievements to date to help embed behaviours and values that promote continuous improvement across all service areas. Specifically this activity has included the direct briefing by the Leader and Chief Executive of around 850 staff, including those in front-line

roles; and workshops with "M3" (middle) managers to help shape the Phase Two measures and milestones. Cabinet Member and SLT-led briefings are also being scheduled to take place in Directorates during the summer of 2016, which will complement a "Be Brilliant at the Basics" programme for staff, which started in April 2016.

2.2 A summary of some of the key milestones within the second phase of improvement activity over the next 12-months is as follows:

Period	Milestone	Improvement Theme
Quarter 1 – to August 2016	Performance & Development Reviews completed for majority of staff – end June 2016	Inspirational political and managerial leadership
	New Safer Rotherham Partnership Plan – June 2016	Strong, high impact partnerships
	Finalised 2016/16 Corporate Plan and Performance Management Framework – July 2016	Robust governance, decision-making and performance management
	New equalities and diversity corporate policy in place – July 2016	Inspirational political and managerial leadership
	Draft new Workforce Strategy ready for consultation – end July 2016	Inspirational political and managerial leadership
	Personal development plans in place for all elected members – August 2016	Inspirational political and managerial leadership
	Report of working group on a new approach to neighbourhood working and community engagement – end August 2016	Strong, high impact partnerships
	Child Centred Borough report to Council and establishment of Member working group – from Summer 2016	Culture of excellence and outstanding implementation

Period	Milestone	Improvement Theme
Quarter 2 – to November 2016	First Corporate Plan quarterly performance report to Cabinet/Commissioners – Aug/Sept 2016	Robust governance, decision-making and performance management
	Finalised Equalities and Diversity strategic action plan – September 2016	Inspirational political and managerial leadership
	6-month review of elected member induction and development programme – October 2016	Inspirational political and managerial leadership
	New arrangements and structures for corporate performance function in place – October 2016	Robust governance, decision-making and performance management
	New voluntary/community sector “compact” in place – November 2016	Strong, high impact partnerships
	Health check completed of the Council’s waste services – November 2016	Culture of excellence and outstanding implementation
	Clarification of shared service options with other Sheffield City Region councils – November 2016	Robust governance, decision-making and performance management
	New corporate policy statement on community cohesion (reflecting work on neighbourhood working and engagement) – Autumn 2016	Strong, high impact partnerships

Period	Milestone	Improvement Theme
Quarter 3 – to February 2017	Public consultation on 2017/18 and future budget – Autumn 2016	Robust governance, decision-making and performance management
	New service standards set for customer care and associated structures in place – Autumn 2016	Culture of excellence and outstanding implementation
	Review of service/business plans in advance of 2017/18 – December 2016	Robust governance, decision-making and performance management
	Report of Constitution Working group – end December 2016	Robust governance, decision-making and performance management
	Completion of Commissioning review and forward actions – by end January 2017	Strong, high impact partnerships
	Peer review of approach to Equalities and Diversity – early 2017	Inspirational political and managerial leadership

Period	Milestone	Improvement Theme
Quarter 4 – to May 2017	New 3-year budget set, with clear efficiency and value for money programme – March 2017	Robust governance, decision-making and performance management
	New Community Strategy agreed and in place – March 2017	Strong, high impact partnerships
	Refreshed 2017/18 Corporate Plan in place – May 2017	Robust governance, decision-making and performance management



## 3. Phase Two Actions, Governance and Strategic Leads

3.1 The actions below in this second phase are again grouped according to the original four themes of the “*Fresh Start*” improvement plan, namely:

**A: Inspirational Political and Managerial Leadership**

**B: Robust Governance, Decision-making and Performance Management**

**C: Culture of excellence and outstanding implementation**

**D: Strong, high impact partnerships**

3.2 In total there are 20 key improvement objectives in Phase Two, with numerous supporting actions and headline key milestones or standards to achieve where relevant. Monitoring of progress will continue to be reported on a monthly basis to the Joint Board of Commissioners and Elected Members, established in Phase One. There will be, however, a stronger focus on narrative-based reporting in this second phase, reflecting the fact that there are fewer and more cross-cutting actions; and that the focus of Phase Two is on embedding better practice and organisational change following the first phase’s focus on ensuring the key building blocks of an effective local authority were in place. There will be a key emphasis, led by the Council’s full Senior Leadership Team (SLT) working with their Assistant Directors, on ensuring that all milestones and measures are kept under constant review via the named Strategic Leads and Action Owners, working alongside Elected Members and Commissioners.

3.3 There will also be a renewed focus in Phase Two on additional, direct engagement with the Council’s wider senior and middle management in the governance process, with the Senior Leadership Team collectively responsible for its effective delivery, and supported by a corporate officer group made up of Assistant Directors. For each of the 20 objectives there will be a more detailed action plan produced, setting out the work that sits beneath the headline commitments and articulate what effectiveness and successful delivery will look like in practice; as well as headline risks and mitigating measures. These actions plans will be kept under review and link directly to the monthly progress reporting to the Joint Board. These underpinning action plans will be embedded in day-to-day working across the Council’s directorates via this strong managerial leadership.

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
1	<p><b>Effective Professional Officers</b> - Enhanced capacity of senior staff and corporate operation of the authority, supported by management governance mechanisms and disciplines</p> <p><i>SLT Objective lead: Sharon Kemp, Chief Executive (on behalf of the whole of SLT)</i></p>	Reinforce <b>leadership and management values</b> and behaviours throughout the authority	Tracey Parkin, HR Manager (People and OD)	<p>Rolling forward programme of SLT engagement with middle/ junior managers – ongoing <b>from May 2016</b></p> <p>Re-established Cabinet-SLT forum and SLT-Scrutiny forum and ongoing meeting programme(s) – <b>ongoing from May 2016</b></p> <p>Appreciative inquiry focus group sessions with staff to maintain engagement on key values and behaviours – <b>from May 2016</b></p> <p>Staff “pulse” and full surveys to listen to staff, promote key workplace health message and help measure impacts on workforce perceptions – <b>May 2016</b> (and ongoing)</p> <p>Performance and Development Reviews completed for majority of staff – <b>end June 2016</b> (with “quality” audits to follow).</p> <p>New leadership behaviours/values to be published/ incorporated within the final 2016/17 Corporate Plan, Performance Management Framework and staff performance arrangements – <b>from July 2016</b></p> <p>Workforce Strategy – draft ready for consultation by end of July and final strategy available in <b>October 2016</b></p> <p>New Strategic Leadership Team (SLT) to be fully in place – <b>August 2016</b></p> <p>Reviewed and enhanced service/business planning process (including links to PDR review process) – <b>from October 2016</b></p>	<p><i>Note: this reflects the continuation of Action 2.1 from Phase One. It also addresses the outline Phase Two action 25.1.1 in the original Plan on building a new permanent Senior Leadership Team.</i></p> <p><i>It is also linked to actions 18.1.1 and 27.2.1 in the original Plan document relating to a “cultural change programme”, set out as an “ongoing” priority; as well as associated management development (18.2.2).</i></p> <p><i>It further links to the continuation of work on action 10.3.1 from “Phase 1” (New Structure and approach to PDRs)</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
2	<p>Clear vision, values and strategic direction for the entire council in relation to <b>equalities and diversity</b> issues</p> <p><i><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</i></p>	<p>Review and revise <b>Council equalities policy and action plan</b> for 2016/17 municipal year, embedding a stronger understanding of roles and duties amongst officers and elected members</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>New equalities and diversity policy in place, alongside forward Strategy and action plan to demonstrate compliance with the council's legal duties – <b>July 2016</b> (policy to be published alongside finalised Corporate Plan)</p> <p>Equalities &amp; Diversity officer network in place, focusing on actions within services and compliance in practice with the new policy – from <b>May 2016</b></p> <p>Base-lining survey amongst staff, as part of process of self-assessment – <b>Summer 2016</b></p> <p>Consultation with stakeholders, partners and specific characteristic groups on new policy and accompanying strategic action plan – <b>July to September 2016</b></p> <p>Rollout and training on new policy to officers and elected members – from <b>July 2016</b></p> <p>Finalisation of strategic action plan in the light of consultation with key stakeholder groups – <b>Sept 2016</b></p> <p>“Peer review” and self-assessment carried out in line with LGA Equality Framework for Local Government (EFLG) – <b>early 2017</b></p> <p>Repeat of staff survey, as part of ongoing self-assessment – <b>early 2017</b></p> <p>Evaluation of understanding and impact of new policies on working practice, including development of “community impact assessment” concept for future years – <b>by March 17</b></p>	<p><i>This reflects the continuation of Action 4.3.3 in Phase One – (“wide range of elected member discussions; management discussions; workforce workshops on the issues of community leadership, service delivery and employment in the context of equalities and diverse communities”). The aim is to continue the focus on members and officers working together on these key agendas.</i></p> <p><i>The aim is to achieve a recognised EFLG standard; and embed new E&amp;D policies and strategies into day-to-day business. LGA leads are already engaged and these milestones reflect their advice.</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
3	<p>External <b>communication and engagement</b> which promote trust in the council</p> <p><i><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</i></p>	<p>Creation of a positive programme of ongoing communication and engagement with citizens, businesses and communities as part of a <b>new, rolling annual Communications Plan</b> for 2016/17 onwards</p>	<p>Tracy Holmes, Head of Corporate Communications &amp; Marketing</p>	<p>New annual Communication Plan, to include core focus on greater and more effective engagement in place for the 2016/17 municipal year – <b>end May 2016</b></p> <p>Ongoing programme of events and key dates throughout 2016/17 established to project council priorities and key strategies, and reinforce opportunities for the public to engage with the Council - <b>ongoing</b></p> <p>Identification of the major external engagement and communication campaigns for the Council over the coming year, with clear action plans in place and activity programmed – <b>Summer 2016</b></p> <p>Specific communication and engagement activity in Rotherham to support the Sheffield City Region devolution deal public consultation – <b>June-August 2016</b></p> <p><i>Note: See also Actions 16 and 19 (Theme D) below, with regard to linkages to specific public engagement mechanisms to be developed/ take place via the revised approach to neighbourhood working and Area Assemblies and the work of the Rotherham Together Partnership on a new Rotherham Community Strategy.</i></p>	<p><i>This reflects the continuation of action 5.2.1 in Phase One (which also noted the specific role of elected members in community engagement, also picked up via the ongoing focus on member support and new neighbourhood and community engagement in Phase Two).</i></p> <p><i>It also reflects the outline Phase 2 action, 24.4.1 (i.e. “a ready communications framework post-election”).</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
4	<p><b>An effective full Council elected Member group</b></p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Intensive and ongoing <b>support, training and development programme for elected Members</b> forming the new Council – through induction and ongoing development and training</p>	<p>James McLaughlin, Head of Democratic Services</p>	<p>Full induction programme for Members immediately following the 5th May local elections – <b>from May 2016</b></p> <p>Ongoing induction and training delivered, addressing priority issues for newly elected Members – <b>from May 2016</b></p> <p>Specific focus within training and development on scrutiny processes and skills – <b>from May 2016</b></p> <p>Focused training and awareness raising on key Council governance arrangements, including Code of Conduct within the ongoing development programme – <b>from May 2016</b></p> <p>All elected Members to have up to date Personal Development Plans in place – <b>end August 2016</b></p> <p>Six month review of induction and development programme, to help shape an ongoing development programme (reflecting four-year Councillor terms), to address specific gaps in knowledge and promote an outward focus that learns from the best of the sector – <b>from October 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two actions 24.1.1 and 24.1.2 (i.e. “intensive induction programme”; and “wide-ranging training and development for members”). In practice this will be an ongoing area of focus during 2016/17 and beyond, given the 4 year terms of Members from May 2016.</i></p> <p><i>Also linked with ongoing “Member support and development” focused actions from “Phase 1” – e.g. PDPs (3.3.1); and support on scrutiny skills (3.3.2).</i></p>

## A: Inspirational Political and Managerial Leadership

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
5	<p><b>Leader, Cabinet and Opposition capacity to lead and challenge</b> after 2016 election and throughout their four-year term</p> <p><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</p>	<p>Tailored <b>programme of mentoring and development</b> to include leadership and organisation of political groups, policy development, joint working with officers, media handling etc.</p>	<p>James McLaughlin, Head of Democratic Services</p>	<p>Continuation of LGA mentoring of Cabinet and Opposition Leaders, with mentors agreed and in place – <b>from end May 2016</b></p> <p>Opposition Cabinet spokespeople to be identified and regular briefings organised with SLT as appropriate – <b>ongoing from May 2016</b></p> <p>Specific ongoing support package in place for the lead Cabinet Member for Children’s Services, given statutory role – <b>from end May 2016</b></p> <p>Leader and Cabinet supported by officers to play an influential role in the Sheffield City Region in order to embed a positive approach to City Region working across the Council (including through role of scrutiny, where appropriate) – <b>ongoing</b></p> <p>Review of effectiveness of political group processes in the light of the political make-up of the authority post-local elections and ongoing LGA mentoring support – <b>by October 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 24.2.1 – which included a timescale of “To be developed May to June 2016”.</i></p> <p><i>Also linked with wider Lead Member support and development- focused actions from “Phase 1” which are ongoing – e.g. mentorship (1.1.3) and the effectiveness of political group processes (1.1.5)</i></p>

## B: Robust Governance, Decision-making and Performance Management

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
6	<p>Establishment of <b>most appropriate performance framework for Rotherham</b></p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Launch and Implementation of <b>final 2016/17 Corporate Plan and Performance Management Framework</b>, complete with required communication, awareness-raising and training</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>Development of scorecard approach to inform regular, monthly performance reporting to SLT and Elected Members and Commissioners – <b>from May 2016 onwards</b></p> <p>Finalised Corporate Plan and PMF document to follow after the May local elections – finalised for agreement by elected members (full Council) – <b>July 2016</b></p> <p>Refreshed Business Planning arrangements in place, directly linked to the finalised Corporate Plan and wider headline performance measures for services – <b>from July 2016</b></p> <p>Member and officer awareness raising of finalised Plan and reporting requirements, supported by proactive approaches to internal communications that promote a performance-focused culture – <b>from July 2016</b></p> <p>Publication of first formal, public quarterly Corporate Plan performance report to Cabinet/Commissioners meeting – <b>August - September 2016</b> (and ongoing quarterly reports beyond this)</p> <p>Review of service/business plans in advance of 2017/18 municipal year – from <b>December 2016</b></p> <p>Further updated service/business plans agreed, prior to 2017/18 municipal year – <b>February 2017</b></p> <p>Refreshed and updated 2017/18 Corporate Plan in place – <b>May 2017</b></p> <p><i>Note: links to Performance Management/PDR actions at A1 (“reinforcement of leadership and management values”)</i></p>	<p><i>This reflects the direct continuation of Actions 8.1.4 and 8.1.5 in Phase One. Also linked to original “phase 1” action to establish an “Excellence Index” linked to the finalised PMF and Corporate Plan.</i></p> <p><i>Also linked directly to work on a new structure for the corporate performance function - see B.7 below.</i></p>

## B: Robust Governance, Decision-making and Performance Management

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
7	<p>Having an <b>excellent performance function, looking at the whole council's performance</b></p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>The creation of a <b>cross-council performance team</b></p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships [i.e. pending conclusion of review and establishment of new structure]</p>	<p>Agreement with LGA on peer-support and review team to inform a new model of effective corporate performance management at the Council – <b>July 2016</b></p> <p>LGA-supported review to report – <b>August 2016</b></p> <p>Completion of review and implementation of new performance structure(s) as required to deliver what is needed to promote a performance-focused approach across all services – <b>October 2016</b></p>	<p><i>This reflects the direct continuation of Action 8.2.1 in Phase One</i></p>
8	<p>Ensure <b>persistent implementation of new created constitution</b> and decision-making arrangements</p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>A refreshed and <b>modernised Council Constitution, implementing</b> the agreed recommendations of the Governance Review and other developments/arrangements</p>	<p>Dermot Pearson, Head of Legal Services</p>	<p>Review to commence by new Constitution Working Group, to formally report to the Audit Committee, on specific/practical changes required – to include specific consideration of the council's formal Scheme of Delegation (officers and members) and Standing Orders – <b>from June 2016</b></p> <p>Constitution Working Group to report on findings – <b>end December 2016</b></p> <p>Annual Reviews to link to Council AGMs and each Municipal Year – from <b>March 2017</b> and annually</p>	<p><i>This reflects the clarification of the outline Phase Two Action 26.1.1 in the original Plan document – which included a timescale of "May 2016 onwards"</i></p>
9	<p>Robust and impactful <b>new Scrutiny programme</b> for 2016/17 municipal year</p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Selection by the Council (in conjunction with Commissioners) of <b>Scrutiny projects and the overall programme</b>, building on the work in 2015/16</p>	<p>James McLaughlin, Head of Democratic Services</p>	<p>In reflection of feedback and recommendations received from CfPS from their work in 2015/16, shape the 2016/17 programme – <b>end May 2016</b></p> <p>Establish regular meetings between SLT and Scrutiny Chairs regarding forward programme – <b>from June 2016</b></p> <p>Quarterly review held between Scrutiny Chairs and SLT on programme effectiveness, attendance and ongoing support requirements – <b>from October 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 26.2.1 in the original Plan document – which included a timescale of "June 2016 onwards" Ongoing support from LGA and CfPS secured</i></p>



## B: Robust Governance, Decision-making and Performance Management

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
10	<p>Focused delivery of the Council's <b>Medium Term Financial Strategy (MTFS)</b></p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>Ensuring robust corporate <b>budget strategy for 2017-2020</b> in place, ensuring efficiency, best value and effective engagement with the new Council, partners and the public</p>	<p>Stuart Booth, Assistant Director of Financial Services</p>	<p>Quarterly monitoring reports to Cabinet on the implementation of the Council's MTFS, with a focus on demonstrating best value and efficient financial management within agreed budgets – <b>from June 2016</b></p> <p>Cabinet-led process to examine emerging further budget proposals for 2017-20 and help ensure delivery of agreed savings – <b>from June 2016</b></p> <p>High-level proposals for future savings to Cabinet – <b>October 2016</b></p> <p>Robust budget scrutiny approach developed – <b>Autumn 2016</b></p> <p>Public consultation commences on 2017/18 and future budget – <b>Autumn 2016</b></p> <p>External review of procurement to improve practice, contract management and links to more effective commissioning (see Action 20) – <b>by Autumn 2016</b></p> <p>New 3-year budget set, with clear forward-looking efficiency and value for money programme – <b>March 2017</b></p>	<p><i>This reflects the clarification of the outline Phase Two Actions 26.3.1 and 26.3.2 in the original Plan document (i.e. "consolidation of the MTFS") – which included a timescale of "By end April/ May 2016 onwards"</i></p>
11	<p>Strategic consideration of the <b>future approach to service delivery across the Council</b>, including models of co-production, partnering, joint ventures as well as in-house</p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>Agree a council-wide <b>strategic and long-term position on the future shape of the Council</b> and the services it delivers, in the context of funding forecasts, Medium Term Financial Strategy and public service reform</p>	<p>Stuart Booth, Assistant Director of Financial Services</p>	<p>"Future Council" approach and vision to be scoped in parallel with work on the delivery of the MTFS and establishment of a new, 3-year budget – <b>see Action 10 above</b></p> <p>Specific investigation with other Sheffield City Region authorities the options for new shared service approaches, both in areas relating to economic growth and more widely – <b>to report by November 2016</b></p> <p>Options further developed for more integrated and locality-based working, alongside other delivery models, across all council services (and with partners) to inform future strategy as part of new 3-year budget – <b>by March 2017</b></p> <p><i>Note: links also to Action 12 below in terms of developing a proactive approach to modern, digital solutions to service delivery</i></p>	<p><i>This reflects the clarification of the outline Phase Two Action 28.1.1 in the original Plan document</i></p>

## C: Culture of excellence and outstanding implementation

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
12	<p>Effective service delivery across the council through a <b>focus on customers and adopting modern, digital solutions and other technologies to improve service delivery</b> (also generating savings, promoting greater engagement and information sharing)</p> <p><i>SLT Objective lead: Judith Badger, Strategic Director for Finance and Customer Services</i></p>	<p>Review of customer services and agree strategic view of next stages of a long term and integrated <b>Customer Service Access, ICT and Digital Strategy</b> (to include investment and savings opportunities)</p>	<p>New Assistant Director for "Information and Digital Services" [to be confirmed in the light of restructure – due in post by late-Summer]</p>	<p>Completion of review – <b>Autumn 2016</b></p> <p>Restructure to deliver new, integrated approach to both customer care/ service and the digital agenda – <b>from Autumn 2016</b></p> <p>Development of corporate/ whole-council approach to service standards, customer care, "mystery shopping", complaints handling and procedures etc. – <b>from Autumn 2016</b></p> <p>Detailed actions to be developed when new AD is in post – <b>from September 2016</b></p>	<p><i>This reflects the continuation of Actions 17.8.4 and 20.1.2 in Phase One in terms of the focus on customer service improvements</i></p>
13	<p>Continued focus on <b>long-term improvement of Children and Young People's Services</b> as part of wider work to establish Rotherham as a "child-centred Borough"</p> <p><i>SLT Objective lead: Ian Thomas, Strategic Director for Children &amp; Young People's Services</i></p>	<p>Ensure that Council-wide action takes place to support the ongoing priorities of the <b>Children and Young People's Services Improvement Board Action Plan</b>, and to establish Rotherham as a "<b>child-centred Borough</b>" across all services and activity</p>	<p>Nicole Chavaudra, Joint Assistant Director, Commissioning, Performance and Quality (CYPS)</p>	<p>Child Centred Borough report to be presented to Cabinet and Commissioners, with key supporting actions identified across all council service areas and Member working group established– <b>from June 2016</b></p> <p>Delivery and monitoring of key actions reported to the Joint Board – <b>ongoing / informed by finalised Strategy</b></p> <p><i>Note: the same arrangement will be adopted as for "Phase 1" with Children's Services Improvement Plan monthly progress reports also presented to the Joint Board – alongside specific reporting on "Child Centred Borough" activity and wider corporate support for Children's Social Care improvement</i></p>	<p><i>This reflects an ongoing focus on "Child –centred decision making" (action 15.1.1 in Phase One), plus the clarification of the outline Phase Two Action 28.3.1 in the original Plan document</i></p>

## C: Culture of excellence and outstanding implementation

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
14	<p>Continued <b>focus on long-term adult services strategy</b></p> <p><b>SLT Objective lead:</b> Graeme Betts, Interim Strategic Director for Adult Care and Housing</p>	Ongoing delivery of the <b>Adult Social Care Development Programme</b>	Sam Newton, Assistant Director Independent Living and Support (Adult Care and Housing)	<p>Regular reports on progress to Commissioner Sir Derek Myers and Cllr Roche on a monthly basis – <b>ongoing from May 2016</b></p> <p>Regular reports to the Adult Social Care Development Programme Board on a bi-monthly basis – <b>ongoing from May 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 28.3.1 in the original Plan document</i></p> <p><i>The regular reports referred to will cover both the specific projects within the programme and the delivery of associated financial implications</i></p>
15	<p>Continuation of wider Council <b>service improvement</b> process</p> <p><b>SLT Objective lead:</b> Sharon Kemp, Chief Executive (i.e. given cross-cutting nature of this objective)</p>	<b>Review of performance information to assess service improvement, behaviours and attitudes</b> – including further review of <b>service “health checks”</b> initiated in Phase One	Justin Homer, Head of Policy, Improvement & Partnerships	<p>Invite original health check peers back to consider progress achieved over last 12 months, where this will add value to new arrangements – <b>from Sept. 2016</b></p> <p>Specific LGA return health-check of the Council’s waste services to take place (linked to wider ongoing structural reviews within the Regeneration and Environment Directorate) – <b>by November 2016</b></p> <p>Identify other services areas where health-check peer reviews will help support improvement and/or positive external learning and perspectives – <b>by September 2016</b></p> <p>Link to monthly review of performance data/information and identify early remedial action – <b>ongoing</b></p> <p>Regular reviews of generic service performance metrics (e.g. customer complaints, FOI performance, workforce data such as sickness/capability proceedings) at SLT-level to improve levels of management information and performance monitoring to help inform more detailed reviews, where required – <b>from Summer 2016</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 28.2.1 in the original Plan document (“May 2016”)</i></p>

## D: Strong, high impact partnerships

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
16	<p>Enhanced neighbourhood working to <b>engage and work with communities</b> on:</p> <ul style="list-style-type: none"> <li>i) <b>Policy development and service change</b></li> <li>ii) <b>Community safety</b></li> <li>iii) <b>Community cohesion</b></li> </ul> <p><b>SLT Objective lead:</b> Sharon Kemp, Chief Executive</p>	<p>Introduction of a new model of <b>citizen engagement and neighbourhood working</b> linked to a <b>review of Area Assembly working</b> and a strengthened focus on <b>cohesion and feelings of safety</b> at the neighbourhood level</p>	<p>Graeme Betts, Interim Strategic Director, Adult Care and Housing</p>	<p>Ongoing process of engaging Area Assembly Chairs on new approach, including cross-Party member working group – <b>from April 2016</b></p> <p>Programme of Member Working Group visits to other authorities – <b>May to July 2016</b></p> <p>Working Group (agreed to focus on the themes of a council-wide policy and approach; a multi-agency approach; and the role/ funding of the neighbourhood service) to provide initial report – <b>end August 2016</b></p> <p>Diverse programme of events to bring together different communities (also linked to work of the Rotherham Together Partnership) – <b>from June 2016</b></p> <p>New Corporate Policy Statement on cohesion (including ongoing monitoring, impact measurement) linked to the key focus of the Rotherham Together Partnership on this issue – <b>Autumn 2016</b></p> <p>New structure for team/support arrangements – <b>Autumn 2016</b></p>	<p><i>This reflects the direct continuation of Actions 22.1.1-3 in Phase One; also linked to the outline Phase Two action 29.2.1.</i></p> <p><i>Specifically it maintains a focus on the need to develop a clear focus on community cohesion from Phase 1, through more effective community engagement – work to be delivered across the organisation.</i></p> <p><i>Also links to Governance Review and potential future constitutional changes (see Action B.8 above)</i></p> <p><i>Note: Review process was initiated at a meeting of Area Assembly Chairs on 11th April 2016</i></p>

## D: Strong, high impact partnerships

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
17	<p>Embedding of the <b>Safer Rotherham Partnership</b> and the delivery of a <b>new Safer Rotherham Strategy</b> from 2016/17</p> <p><i>SLT Objective lead: Damien Wilson, Strategic Director for Regeneration and Environment</i></p>	<p>An effective and proactive <b>Safer Rotherham Partnership</b> and Plan - demonstrating effective joint working and engagement with the police, other partners and the community in building trust and confidence, tackling crime and disorder delivering justice, and making Rotherham feel safer</p>	<p>Karen Hanson, Assistant Director, Community Safety and Street Scene</p>	<p>Agreement of a new Safer Rotherham Partnership (SRP) Plan - <b>June 2016</b></p> <p>Finalisation of review of staffing support and approach to the Safer Rotherham Partnership – <b>July 2016</b></p> <p>Development of a robust performance framework to ensure effective delivery of the new SRP Plan – <b>from August 2016</b></p> <p>Establish specific mechanism to monitor impacts of SRP and council activity in line with the Prevent Duty to counter radicalisation (e.g. through SRP performance framework) – <b>from August 2016</b></p> <p>Development of complementary engagement and reporting arrangements on progress achieved in the delivery of the new SRP Plan – <b>from August 2016</b></p> <p>Demonstrable impact in measures of perceptions of safety – <b>by March 2017</b></p>	<p><i>This represents a continuation of the Phase One actions (21.3.1-4) associated with "Refocusing the Safer Rotherham Board".</i></p>
18	<p><b>Enhanced direct working with the voluntary and community sector</b> across Rotherham</p> <p><i>SLT Objective lead: Shokat Lal, Assistant Chief Executive</i></p>	<p>Agree a <b>new Rotherham MBC / voluntary sector partnership "Compact"</b> in consultation with the sector and wider partners</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>New outline voluntary sector "Compact" agreed by RMBC for consultation – <b>July 2016</b></p> <p>Consultation and awareness raising with the sector and wider partners – <b>July to October 2016</b></p> <p>Finalised new Compact, with accompanying actions identified to enhance future joint working – <b>November 2016</b></p> <p>Ongoing awareness raising with other public sector partners (eg linked to Rotherham Together Partnership work) – <b>November to December 2016</b></p> <p>Development of "community impact" assessment approach, further building on updated Equality and Diversity Policy – <b>by March 2017</b> (see also Action 2)</p> <p>Evaluation of impact/ understanding – <b>March 2017</b></p>	<p><i>This reflects the continuation of Actions 23.1.2 in Phase One</i></p> <p><i>Action needs to be owned by all services, working more with the voluntary and community sector – facilitated by VCS Liaison Officer</i></p> <p><i>Note: Has links to Action 20 and the review of commissioning (promoting greater VCS partnership working).</i></p>

## D: Strong, high impact partnerships

	Objective and accountable SLT Lead	Action	Action owner and co-ordinator	Key dates/milestones and/or standards to be met	Comments and links to Phase 1 activity
19	<p>Ensuring the <b>consolidation of Partnership relationships</b></p> <p><b>SLT Objective lead:</b> Shokat Lal, Assistant Chief Executive</p>	<p>Ensure the effective implementation of the <b>Rotherham Together Partnership (RTP)</b> 12-month action plan for 2016/17 and the development of a strategic, long-term <b>Community Strategy for Rotherham</b>, owned and championed by all Partners working with the local community</p>	<p>Justin Homer, Head of Policy, Improvement &amp; Partnerships</p>	<p>Ongoing monitoring of 2016/17 RTP action plan delivery – <b>ongoing from May 2016</b></p> <p>Programme of Partnership roadshows to engage and consult on new Community Strategy – <b>Summer 2016</b></p> <p>New Community Strategy published – <b>by March 2017</b></p> <p>End of year report on Partnership 2016/17 Action Plan – <b>March 2017</b></p>	<p><i>This reflects the clarification of the outline Phase Two Action 29.1.1 in the original Plan document</i></p>
20	<p>Achievement of an increasingly <b>strategic and corporate approach to commissioning services</b></p> <p><b>SLT Objective lead:</b> Graeme Betts, Interim Strategic Director for Adult Social Care and Housing</p>	<p><b>Review of commissioning</b> across all Council service areas</p>	<p>Nathan Atkinson, Assistant Director, Commissioning (Adult Care and Housing)</p>	<p>Report to SLT to agree approach and timescales to recommend to Members and Commissioners – <b>June 2016</b></p> <p>Fully agreed scope and terms of reference for review to be initiated – <b>from Summer 2016</b></p> <p>Completion of Review and agreed priorities for implementation – to include:</p> <ul style="list-style-type: none"> <li>- use of “Marmot” principles to break down silo-based commissioning</li> <li>- identifying opportunities for outcome-based Commissioning</li> </ul> <p><b>by end January 2017</b></p> <p>Enhanced joint commissioning with CCG and Health partners – <b>by March 2017</b> (and ongoing)</p>	<p><i>This reflects the specific clarification of the outline Phase Two Action 30.1.1 in the original Plan document</i></p> <p><i>This is also combined with the further, outline Phase Two Action, 30.1.1, addressing “more fundamental philosophical and practical discussions with CCG and health providers on the issues of innovation in children’s services; long term plans for adult services; and innovation in Public Health”</i></p>

## 4. Conclusion

- 4.1 The actions set out in this document are the headline priorities for the second phase of activity as part of the Council's corporate Improvement Plan.
- 4.2 As noted above, these headlines will be supplemented by more detailed action plans and project documentation which will articulate the desired long-term impact of this programme of improvement activity on the Council and to Rotherham as a place to live and work. The Council's senior leadership will work to develop the most effective format for reporting the delivery and progress of the actions set out in Section 3 above to the Joint Board, in order to ensure Commissioners – and ultimately the Secretaries of State for Communities & Local Government and Education – receive the right balance between detailed performance narrative and a clear direction of travel in terms of the achievement of milestones and activity delivered to the required standards.
- 4.3 This Phase Two plan is a re-clarification of the actions and priorities set out in the original "Fresh Start" document and remains rooted in delivering the improvements required to demonstrate that the Council is able to deliver against its best value duties and establish, through both managerial and political leadership, a renewed organisational culture of continuous improvement. Ultimately these actions need to help demonstrate the evidence to show that the previous failings of the Council are a feature of the past, and that trust can be restored in terms of how the authority is viewed by its residents, customers, businesses, partners, peers and central Government.





# APPENDIX B

## ROTHERHAM MBC CORPORATE “FRESH START” IMPROVEMENT PLAN

### PROGRESS UPDATE SUMMARY REPORT (AUGUST 2016)

#### Purpose of this report

1. In line with the Secretary of State’s reporting requirements, this Appendix provides the Departments for Communities & Local Government and Education with a progress update on the implementation of the two-year “Fresh Start” Improvement Plan, as at the point of August 2016. It follows the summary reports provided as part of the initial three-month Commissioners’ update (26<sup>th</sup> August 2015) and the 12-month report provided by Commissioners in February 2016.
2. Primarily, this summary provides an update on the implementation of the Improvement Plan at the end of the first phase of activity, through to May 2016; as well as an outline of the re-focused “Phase Two Action Plan”, which was endorsed recently at the Cabinet and Commissioners Decision Making meeting on 11<sup>th</sup> July 2016 and sets out the ongoing priority improvement objectives over the coming 12 months, through to May 2017.

#### Background: requirements of the original Directions of 26 February 2015

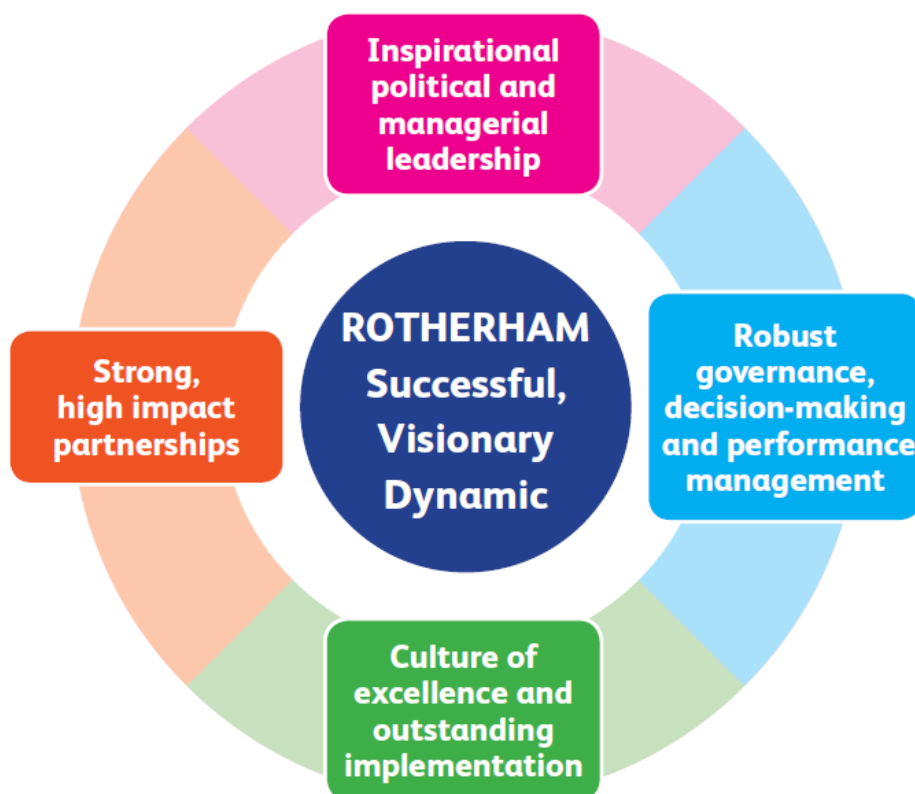
3. The original Secretary of State Directions of 26<sup>th</sup> February 2015 required, “under the direction of the Managing Director Commissioner and Children’s Social Care Commissioner”, improvement plans to be prepared and submitted to Government within 3 months (i.e. by 26 May 2015). The Directions went on to specify that the plans must set out the *“measures to be undertaken, together with milestones and delivery targets against which to measure performance, in order to deliver rapid and sustainable improvements in governance, leadership and culture in the Authority, in the Authority’s exercise of its overview and scrutiny functions and in its performance of services, thereby securing compliance with the best value duty and securing the performance of the Authority’s children’s social care functions to the required standard”*.
4. A detailed improvement plan for specific improvements in Children’s Social Care at the Council was prepared and first submitted to Ofsted in February 2015, under the direction of the then Commissioner for Children’s Social Care, Malcolm Newsam (who was first appointed by the Secretary of State for Education to the Council in October 2014). Following the formal appointment of other Commissioners to Rotherham after the 26 February 2015 Directions, a further, Council-wide improvement plan was prepared – *“A Fresh Start”* – covering the improvements required across the entire organisation following the findings of Louise Casey’s Corporate Governance Inspection (CGI) report.
5. The Directions also set out a specific requirement for the Secretaries of State to be provided with progress reports on the plans, agreed with the Lead and other Commissioners, at 6 monthly intervals following the date of the Directions; with the first progress report on the corporate “Fresh Start” plan provided as part of the Commissioners report to Government dated 26<sup>th</sup> August 2015.

## Links to the Commissioners’ “Mission Statement”

6. In light of the requirements in the Directions, a key outcome identified in the Commissioners’ Mission Statement for their work in Rotherham, published 4 March 2015, is (Outcome 7): *“A successful Improvement Plan. Others care about Rotherham’s progress. We want to ensure credible, honest progress is recognised”*.

## Rotherham’s corporate Improvement Plan: “A Fresh Start” (May 2015)

7. The organisation-wide ‘Fresh Start’ Improvement Plan was therefore developed as the “sister plan” to the Children and Young People’s Services Improvement Action Plan, through a process led by Commissioners in consultation with Elected Members, senior management, wider council staff, key partners and external advisors on behalf of the Local Government Association (LGA). A final draft of the Plan was submitted to the Secretaries of State for Communities & Local Government and for Education on 26 May 2015.
8. The Plan’s improvement actions are grouped in line with the following four themes, recognised as essentials of an effective, modern local authority:



9. The Plan covers a two year period, through to May 2017, with 2015/16 a first phase “transition” year where the focus was on putting in place the basic building blocks that the Council needed to move towards a culture of continuous improvement in line with its best value duties. Some outline actions for “Phase 2”, from May 2016, were also set out to reflect the need to embed a more positive

culture and strong leadership, which were to be reviewed in the light of experience with the first, transitional phase.

### Implementing the “Fresh Start” Improvement Plan (Phase 1, “Transition”)

10. The Council developed an implementation strategy for the “Fresh Start” Plan, building on the outline governance arrangements set out within the Plan document itself – i.e. a “Joint Board” of Commissioners and Members to oversee and challenge progress, drawing upon a supporting Officer Group. The Joint Board has met on a regularly, broadly monthly basis since July 2015<sup>1</sup> to review progress, seek clarification on actions being taken and, where justified, agree any amendments to delivery timescales. Its membership includes all Commissioners alongside the Leader and Deputy Leader of the Council, as well as the leaders of the opposition political groups in Rotherham (originally two groups, but now just the main opposition group since the local elections in May 2016). It is chaired by the Lead Commissioner, Sir Derek Myers.
11. The delivery strategy for the first phase of the Plan included appropriate “RAG” ratings for each specific action – 132 in total - to demonstrate practical achievement of key outputs and milestones and help manage the implementation of change. These have been used in the monthly Joint Board reporting, as well as within these progress reports to Secretaries of State, to help provide an overall summary of the progress being made.
12. As set out in previous Commissioner reports, clear and accountable project leads were set out for each of the 132 actions, with support made available during Phase One through the Local Government Association (LGA) to help establish and embed the process of monitoring progress in an open and honest way.

### Phase One - Summary of overall progress (to May 2016) – Headlines

13. The following overall assessment of Phase One progress was reported to the Joint Board meeting on 23<sup>rd</sup> May, representing an end of year report of activity over the first 12-months of the Plan.

<b>Action completed in Year 1</b>	<b>108</b>	<b>82%</b>
<b>Actions carried forward to Year 2</b>	<b>24</b>	<b>18%</b>

14. At the end of Phase One, therefore, 82% of the identified actions (108) were assessed as substantively completed; with 18% of the actions (24) identified as areas of focus to be carried forward into Phase Two.
15. The 24 actions carried forward into Phase 2 Plan were a mix of actions that had long-term timescales and/or where the Joint Board had been asked to agree a deferral into the second phase, either because of a reassessment of their implementation timescales (e.g. due to interdependencies with other work-streams) or where delivery had been delayed. To further clarify:

<sup>1</sup> Public records of the Joint Board meetings are made available on the RMBC website at [www.rotherham.gov.uk/info/200009/performance/998/see\\_our\\_plan\\_to\\_improve\\_rotherham/2](http://www.rotherham.gov.uk/info/200009/performance/998/see_our_plan_to_improve_rotherham/2)

- i. in the majority of cases - 17 actions - the Joint Board had previously agreed that the completion dates should be extended into Phase Two as ongoing or longer-term activities
- ii. 1 action had an 'ongoing' timescale into Phase Two from the outset (*leadership and management values*)
- iii. 1 action was requested by the Chief Executive to remain a focus in phase two, despite assessment as complete (*procurement responsibilities*).
- iv. 5 of the carry-over actions were activities that had previously been advised would be complete by the end of May 2016, but where there had been delays in final delivery - these covered activities with regard to finalising a new Safer Rotherham Partnership Plan; and those linked to a new, rolling communications plan for the Council.

### Key, tangible achievements during Phase One

16. The Commissioners' report to Secretaries of State in February 2016 included details of numerous headline achievements at that 8-month stage of the first year of improvement activity. It is worth re-iterating again these areas of progress within this "end-of-year" summary report, given they represented a significant number of the headline achievements during the first, transitional phase:
  - i. **Agreeing the new senior management structure**, which was first agreed at the Council meeting on 3<sup>rd</sup> June 2015. Work took place since the summer of 2015 to advertise, recruit and appoint to all of the key, most senior positions - including the new Chief Executive (in post from February 2016), Assistant Chief Executive (in post from March 2016) and a number of new Strategic Directors. The outcome of this process has been the creation of an entirely new top tier of management at the Council, all appointed since January 2015; and with the final Strategic Director taking up their post in August 2016. In addition, supporting this top tier is a group of Assistant Directors, across all parts of the council, many of which have been recruited into their roles (some newly defined and created) during Phase One.
  - ii. **Consulting citizens, businesses and partners on a new vision for Rotherham**, in particular through the successful delivery of an ambitious programme of public and partner consultation workshops to set a new vision for the council (a key priority from May to September 2015). The priority was to maximise reach into community groups, businesses and partner organisations, and provide as many people as possible the opportunity to express their views. In total, around 1,800 people were engaged through this programme - 804 roadshow attendees, 337 online responses, 578 further responses at the Rotherham Show (in September 2015) and around 100 people engaged across two business-focused events. The results were presented in a final "Views from Rotherham" report<sup>2</sup> and were drawn upon by the Leader of the Council in setting out the new vision for the Council, presented at a public meeting of Commissioners and Elected Members on 28<sup>th</sup> October 2015.

<sup>2</sup> See [www.rotherham.gov.uk/downloads/download/240/views\\_from\\_rotherham\\_-\\_consultation\\_reports](http://www.rotherham.gov.uk/downloads/download/240/views_from_rotherham_-_consultation_reports)

- iii. **Agreeing with partner agencies the foundation of a new, expanded local strategic partnership for Rotherham** – “Rotherham Together” – so that the council can work more effectively with other public services (health, police, fire) as well as businesses, the community and voluntary sector, colleges and nearby universities. How the Council previously conducted itself in its dealings with partners was a key criticism in the CGI report and the new “Rotherham Together” partnership is a critical step in helping changing the culture of the council and how it works with its key partners in improving outcomes for the people of Rotherham. The expanded and reconstituted partnership met for the first time on 23 September 2015 and set out a shared 12-month action plan for at an event on 17<sup>th</sup> March 2016. Further public engagement is now taking place to inform the finalisation of a new, shared Community Strategy for Rotherham from early 2017 (featuring as a key objective in the Phase Two action plan).
- iv. **A re-invigorated Health and Wellbeing Board (HWB)**, with new Chair and Vice Chair arrangements, which agreed a new Health and Wellbeing Strategy for the borough. This, in particular, is ensuring positive and focused joint working with partners in health services, critical for the future success of the Council and for Rotherham’s citizens.
- v. **Strengthening links between the Children and Young People’s Partnership and Health & Wellbeing Board (HWB) with the Adult and Children’s Safeguarding Boards** – new Independent Chairs have been appointed to the two safeguarding boards, with scheduled liaison meetings.
- vi. **A programme of peer service review health checks in partnership with the LGA** - for the services areas of housing, waste, highways/ transport and leisure, sport and culture - to ensure that Commissioners and Elected Members received an independent, external view of how services are being run throughout the organisation. These health check reports were all completed by November 2015 and findings were brought to the Joint Board for consideration. The recommendations have informed service-level improvement work through associated business and service planning processes; in many cases led by new Strategic and Assistant Directors.
- vii. **Governance arrangements and transformation programme agreed for Adult Services modernisation** – An Adult Social Care Programme Board was established, supported by project boards and a member working party. Radical changes to these services is underway, which is a long-term programme and will continue over the next three years, delivering efficiencies and improved service outcomes for residents; as well as enhanced working and commissioning with health partners and through communities.
- viii. **Improvements in the numbers of staff with active Performance Development Review plans (PDRs)**, which were increased from around 60% to around 96% of the workforce by September 2015; with audits carried out to verify quality. Initial monitoring for PDR completion in 2016 shows that the Council is again on track to achieve this high percentage this year, with over 90% of PDRs completed by mid-July 2016 (and quality audits again to follow).

- ix. **Report produced on different governance models** – a member task and finish group, with an Independent Chair, submitted this report to the Council to shape the future approach to governance and decision making from the 2016/17 municipal year. A key headline has been the establishment of new “pre-scrutiny” arrangements, the success of which will remain a key focus in Phase Two.
- x. **Rotherham ‘Be a Councillor’ campaign** – which successfully attracted interest from members of the public becoming councillors from the all-out local elections in May 2016. In total, information and development sessions were provided to 69 potential candidates. The local elections in May 2016 led to the election of 24 newly elected Councillors.
- xi. **Improved financial management** – an outline Medium Term Financial Strategy (MTFS) was first agreed at the Council meeting on 9<sup>th</sup> December, which was revised for final consideration at the budget-setting Council meeting on 2<sup>nd</sup> March 2016. This provided the Council a better basis upon which to deliver its priorities and plans and address the transformation and savings it needs to deliver, over the next three years (and beyond). Further refinements to the MTFS will be ongoing during 2016/17, prior to setting the council’s budget for 2017/18 onwards.
- xii. **Developing and embedding new approaches to the budget process** – which have generated a much more rigorous approach, fully engaging members and the council’s formal scrutiny processes (as well as trade unions) in all budget-related proposals (both revenue and capital programmes), as part of setting out the new MTFS and Budget from 2016/17.
- xiii. **Council agreement to a new Performance Management Framework and Corporate Plan**, which were agreed as “first versions” by elected members at the Council meeting on 9<sup>th</sup> December 2015 and were subsequently revised following the elections in May to reflect the priorities of the elected majority group at the Council. A finalised Corporate Plan for 2016/17 has now been set out (with a range of supporting performance management documents) and was agreed at the Council meeting on 13<sup>th</sup> July 2016.
- xiv. **New Member Code of Conduct** – developed by a Standards Committee Working Group and supported by a supplementary local code, this was also approved at the Council meeting on 9<sup>th</sup> December 2015. It sets out the high standards to be upheld by elected members as they work together with officers and the public, and as representatives of the authority.
- xv. **Risk management** – the corporate risk management framework for the Council has been renewed. A new Risk Management Policy & Strategy has been agreed, underpinned by revised Strategic and Directorate risk registers.
- xvi. **Use of Directors and “M3” (middle managers) group to discuss staff management and related issues** – the use of these groups to share information and explore issues has become an established way of doing business in Rotherham, and is now being reinforced further by the new Strategic Leadership Team.

- xvii. **Enhanced support to elected Members**, including core development programmes where group leaders have agreed to re-establish a “Member Development Panel” to provide a strategic steer to member development and engagement; further supplemented by targeted mentoring and LGA Leadership Academy for Cabinet Members and other councillors in leading roles.
- xviii. **The further involvement of young people in decision-making** has taken a step forward with the establishment of a “voice of the child working group” to collate insights from engagement activity with children and young people; followed most recently by a “Child Centred Borough” strategy being agreed in June 2016 (and a continuing focus in Phase Two).

### **An agreed “Phase 2” Plan (from May 2016)**

17. The Joint Board considered a draft Phase Two Action Plan at its meeting on 23<sup>rd</sup> May 2016, which was subsequently endorsed in a wider setting at the Cabinet and Commissioners Decision Meeting on 11<sup>th</sup> July 2016<sup>3</sup>.
18. While the original, formal responsibility for the development of the original “Fresh Start” document rested with the Managing Director Commissioner, a key feature of the arrangements for Phase Two is the clear ownership of implementation by the new Chief Executive and Strategic Leadership Team. All Assistant Directors at the Council are also actively engaged in the supporting officer structures which inform the progress reporting to the Joint Board. Critically, the Council’s “M3” (middle) management tier has also been proactively engaged in the process of finalising the Phase Two plan, in order to embed understanding about its aims, objectives and milestones, and to ensure that its delivery is a shared responsibility and endeavour across the entire organisation.
19. The Phase Two action plan set out 20 broad improvement objectives, supported by 99 specific milestones and key dates in order to track and measure the progress being made. The objectives and milestones represent a clarification of the 21 outline “phase two” actions included within the original “Fresh Start” document, as well as the continuing focus on those 24 actions carried over from phase one (see paragraph 15 above).
20. The Joint Board met on 18<sup>th</sup> July to review a first period Phase Two performance summary, as well as agree an outline programme of “deeper dive” discussions on specific elements of the Phase Two plan over the coming months. At this very early stage of Phase Two, it was reported that 11% (11) actions had been assessed as complete, with the vast majority (the remaining 89%) as either “on track” (60) or not yet due to have commenced (28).
21. The headline Phase Two achievements at this initial stage were reported to the Joint Board as follows:
- i. **The finalised Corporate Plan and accompanying Performance Management Framework** were agreed at the Council meeting on 13<sup>th</sup> July 2016, following wide-ranging consultation with managers and Cabinet

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<sup>3</sup> See [www.rotherham.gov.uk/downloads/file/3096/rotherham\\_improvement\\_plan\\_phase\\_two](http://www.rotherham.gov.uk/downloads/file/3096/rotherham_improvement_plan_phase_two)

Members. Alongside this a suite of staff resources has been made available, including a new service/business planning templates.

- ii. To help support the delivery of the new Corporate Plan an LGA peer review took place in early July of the council's **performance, research and intelligence functions**, with a final report due in August 2016 which can inform new arrangement to be agreed from the autumn.
- iii. A new **Safer Rotherham Partnership Plan** was endorsed by the Partnership's Board in June. Alongside this the Partnership has agreed specific mechanisms to monitor the impacts of activity in line with the Prevent duty, following the production of a Prevent Duty action plan and performance framework
- iv. Agreement and publication of a new **Equalities and Diversity Policy** for the Council, with an accompanying officer group established to ensure that actions and understanding is embedded in all service areas. A more detailed delivery strategy and action plan will follow in the autumn.
- v. The delivery of a **full induction programme for newly elected councillors** following the May local elections, with ongoing member development remaining a priority throughout the year, (and a full evaluation of the programme planned for later in the year).

## Conclusion

22. This reports aims to summarise the key headlines of the implementation of the corporate "Fresh Start" Improvement Plan between the end of May 2015 and the August 2016 – now around 2 months into the second phase. Consistent and positive progress was made in Phase One, to ensure that the building blocks of an effective local authority were put in place. This is now setting the scene for Phase Two, where the focus is more clearly on embedding strong leadership and a more positive culture of improvement.
23. Ongoing challenge and oversight with regard to the implementation and delivery of Phase Two will continue to be provided via the Joint Board, but with a new context of clear Chief Executive and senior Strategic Leadership Team ownership of the objectives and activity within it.
24. Importantly, progress with the Phase Two plan will also now be linked to the "normal running" of the Council through the new Corporate Plan and Performance Management Framework, with each complementing the other.



# APPENDIX C

## Corporate Plan 2016–17



*Big hearts, big changes*

The recovery and restoration story

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# Foreword by the Leader of the Council



**Cllr Chris Read**  
Leader of the Council

**1.1 In February 2015, Louise Casey’s Corporate Governance Inspection declared that Rotherham Council was not fit for purpose. It resulted in far-reaching government intervention including the appointment of Commissioners to oversee the running of the Council. The inspection had been triggered by Professor Alexis Jay’s inquiry into Child Sexual Exploitation in the borough. Both Louise Casey and Professor Jay identified serious failings in the way the Council was run, meaning that some of the most vulnerable members of our communities had not been protected and supported in the way that they should have been.**

1.2 We can’t change the past. But we are determined to put things right and are making real progress in building a new kind of organisation to serve Rotherham people better.

1.3 The Cabinet is working jointly with the Commissioners to make sure Council decisions reflect the concerns of local people and the needs of our local communities. A new senior management team is also now in place and elected members and officers are working together to establish a more modern, efficient council with the needs of its residents at its heart.

1.4 We have sought expert guidance to strengthen our Scrutiny system. Councillors have reviewed our system of governance and continue to do so, taking expert advice from elsewhere in the country, with a core focus on greater transparency.

1.5 We are also working more proactively with our partners across Rotherham on new arrangements for joint working in the best interests of local communities, including through the launch of the Rotherham Together Partnership action plan for the coming year.

1.6 This Corporate Plan for 2016/17 is an important milestone in the Council’s improvement journey. It sets out the Council’s vision for the future and how we will work to create a better borough. It has been informed by the Council’s democratic, political leaders after the most extensive consultation ever with our residents – the ‘Views from Rotherham’ programme.

1.7 The Plan sets out the priorities that will underpin the vision and the type of Council we need to be to deliver it in the face of the challenges ahead. It sets out the specific measures by which we intend to make this vision real and how we will monitor progress.

1.8 We hope and expect that our partners and people across the borough will work with us, and hold us to account – and that our progress will give growing confidence that communities once again have the well-performing and responsive council that they rightly expect and deserve.

# Introduction

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

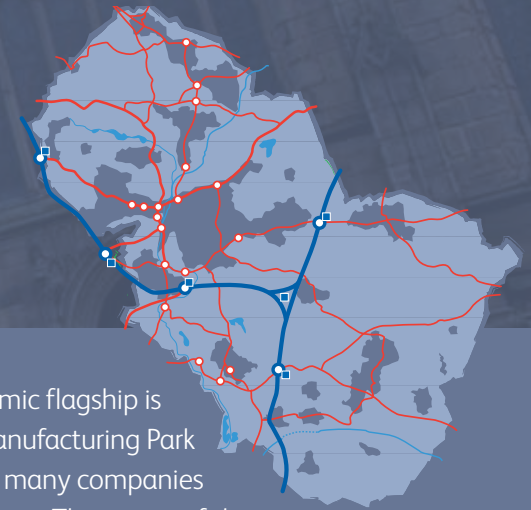
2.2 In the light of the positive steps taken towards improvement a range of powers were returned to the authority from February 2016. Nevertheless, the Council is committed to further improvements. The Commissioners were appointed to continue – even after the transference of all powers back to the Council – to have oversight of the authority up to 2019. However, what is to be achieved during this time is only part of the journey and plans and strategies are being put in place for the longer-term.

2.3 Led by the Council's elected members and new senior management team, the authority is redefining what it stands for, what its priorities are, its promise to Rotherham residents and its ambitions for the borough. The Council is focused on designing and delivering services with local residents, ensuring that we provide the things that people want and need. It is reshaping the values of the organisation and its practices to demonstrate its commitment to excellence and ensure that residents are at the heart of the decisions made.

2.4 The Council is doing this to create a Rotherham where young people are supported by their families and community and are protected from harm; where every adult is supported to live independently and enjoy good health and wellbeing; where residents can benefit from well paid jobs, quality housing and transport; and where opportunity is extended to everyone and no one is left behind.

# Rotherham context and key facts

## 3.1 The Borough



**3.1.1 Rotherham Metropolitan Borough covers 110 square miles, featuring a wide range of urban, suburban and rural environments with 70% being open countryside. One of four South Yorkshire districts, Rotherham is centrally placed within the Sheffield City Region. The borough has a growing population of 260,000 which is also ageing, with one in four aged over 60 years. The population has become increasingly diverse, with one person in 12 belonging to a minority ethnic group.**

3.1.2 Rotherham has a proud industrial heritage based on coal and steel but these have declined over recent decades and the borough has undergone a transition to a more modern economy. Former industrial areas such as Manvers have undergone large scale reclamation and regeneration. Rotherham town centre has an attractive pedestrianised core (including the award winning High Street), Rotherham United's New York Stadium, and the Centenary Market, which the Council is looking to redevelop.

3.1.3 Large scale job losses affected Rotherham during the last economic downturn but the employment rate is rising again as unemployment has fallen. Although nearly 100,000 jobs are based in Rotherham, 44,000 people travel to workplaces outside the borough. The



borough's economic flagship is the Advanced Manufacturing Park which is home to many companies including Rolls-Royce. This is part of the 740 acre development at Waverley, which will deliver 4,000 new homes and 3,500 jobs; and at the heart of the wider plans in

partnership as part of the Sheffield City Region to deliver an even larger scale Advanced Manufacturing Improvement District.

3.1.4 Rotherham has excellent transport links to the rest of the country with easy access to the M1 and M18 motorways and a network of rail (including four stations within the borough) and bus services. There are five airports within 50 miles, including Robin Hood airport which is less than 20 miles away. Rotherham offers a good quality of life combined with a relatively low cost of living. Although house prices have risen over the years, they remain around half the national average.

3.1.5 There are numerous cultural and historical attractions in Rotherham, including the stately home of Wentworth Woodhouse; the award winning Clifton Park Museum which has recently been refurbished; the Magna Science Adventure Centre, set in a former steelworks; and the spectacular ruins of Roche Abbey, owned





by English Heritage. The borough also has an important Civic Theatre and Arts Hub along with a thriving sports scene – including the new, world-class New York Stadium - and leisure facilities, including many parks. Led by the local Chamber of Commerce, the new and developing [www.visitrotherham.com](http://www.visitrotherham.com) website is

helping to put the borough on map and promote a stronger visitor and cultural economy.

3.1.6 Despite a range of positive developments and opportunities, as highlighted above, the legacy of previous industrial decline continues to cause problems across Rotherham, which the Council continues to prioritise. Rotherham is ranked the 52nd most deprived district in England, mainly as a result of poor health, worklessness and low educational levels. In addition, deprivation has been increasing in the poorer parts of the borough but reducing elsewhere, risking an even more polarised borough in future if this trend continues.

3.1.7 Health in Rotherham has long been poorer than average with life expectancy below that in England as a whole, although rising over the long-term. Rates of coronary heart disease have reduced significantly over the last 10 years but the borough has high rates of disability and long term sickness.

3.1.8 Adult qualification levels are below average, particularly higher skills. However, a real strength of the borough is that 82% of pupils attend good or better primary and secondary schools; this leads to more children attaining well above those in neighbouring authorities and in line with national performance since 2012.

3.1.9 Rotherham is also a relatively safe borough with a crime rate below the South Yorkshire average and despite a recent rise, violent crime also remains below the national average. Recorded anti-social behaviour has fallen by over a third over the last five years.



## 3.2 The Council – what it does and how it works

3.2.1 In partnership with others, the Council provides services for approximately 260,000 residents and 100,000 people who work in Rotherham (37,000 from outside the borough).

3.2.2 Rotherham Council is a Metropolitan Borough Council and is responsible for providing a range of services including social care, planning, housing, revenue and benefits support, licensing, business regulation and enforcement, electoral registration, refuse and recycling, leisure, culture, parks and green spaces, economic growth, highways maintenance, education and skills, community safety and public health. It also has an important role in working with other providers of public services across Rotherham.



The Council has **63** Councillors, representing **21** wards:

**48** Labour



**14** UKIP



**1** Independent



## Council Cabinet



Councillor  
**Chris Read**

Leader of  
Rotherham  
Council



Councillor  
**Gordon Watson**

Deputy Leader  
Children and Young  
People's services



Councillor  
**Saghir Alam**

Corporate  
Services and  
Budgeting



Councillor  
**Dominic Beck**

Housing



Councillor  
**Emma Hoddinott**

Waste, Roads and  
Community Safety



Councillor  
**Denise Lelliott**

Jobs and the  
Local Economy



Councillor  
**David Roche**

Adult Social  
Care and Health



Councillor  
**Taiba Yasseen**

Neighbourhood  
Working and  
Cultural Services

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

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

**3.2.5** The Rotherham MBC and Commissioners' Decision-making Procedure sets out how Cabinet and Commissioner decisions are made, following the new directions issued by the Secretary of State for Communities and Local Government on 11th February 2016. For those matters where powers have been returned to the Council decisions are taken in public every four weeks by Cabinet collectively. Other decisions are taken by Commissioners at the same meeting (excluding licensing).

**3.2.6** The Council's workforce (including schools) is made up of 9,395 people (6,516 full time equivalent) 79.69% female, 3.81% black and minority ethnic (BME) and 5.45% disabled) working across six departments, known as directorates: Adult Care and Housing, Children and Young People's Services (including schools), Regeneration and Environment Services, Finance and Customer Services, Public Health and Chief Executive's. Over 1400 of the Council's lowest paid employees are supported by means of a Living Wage supplement and in 2015, 96% of the workforce had a performance development review (a significant improvement from the 62% in the previous year), voluntary turnover is at 6.24% and the average annual number of sickness days lost per employee is 8.93.

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



## Chief Executive and Strategic Directors



Chief Executive  
**Sharon Kemp**



Assistant  
Chief Executive  
**Shokat Lal**



Strategic Director  
Finance and  
Customer Services  
**Judith Badger**



Strategic Director  
Regeneration and  
Environment Services  
**Damien Wilson**



Strategic Director Adult  
Care and Housing  
**Anne Marie Lubanski**  
(to commence in  
August 2016)



Strategic Director  
Children and Young  
People's Services  
**Ian Thomas**



Director  
Public Health  
**Terrie Roche**

The Chief Executive and Strategic Directors are members of the Strategic Leadership Team, along with representation from Legal, Human Resources, Communications and Marketing and Policy, Improvement and Partnerships.

3.2.8 Rotherham Council has reduced over 10 years from 204 to 136 operational properties (assets, not service delivery points), excluding schools. Work is taking place on an ongoing basis to keep the Council's estate under review, in the context of reducing funding from Government and the changing shape of the Council as a result, as well as a commitment to work more closely with communities and partners. In 2016/17 operational properties comprising of:

Category	Total
<b>Children's Centres</b> (some within school premises)	13
<b>Community Centres</b>	19
<b>Depots and Workshops</b>	4
<b>Investment Properties</b>	5
<b>Joint Service Centres</b> (2 Libraries and 1 Joint Service Centre as part of leisure Private Finance Initiative)	3
<b>Libraries</b> (+ 5 in other properties)	10 (15)
<b>Markets</b>	1
<b>Properties leased by the Council</b>	11
<b>Town Centre properties leased</b>	2
<b>Office Buildings</b> (including Riverside House)	20
<b>Social Care</b> (e.g. residential and nursing homes, day care etc.)	25
<b>Children's homes</b>	1
<b>Museum</b> (also a heritage site)	1
<b>Surplus Assets</b> (property vacated and currently looking to sell or find another use)	11
<b>Public Conveniences</b> (toilets)	1
<b>Theatres</b>	1
<b>Youth Centres</b>	9
<b>Total</b>	<b>136</b>

3.2.9 The majority of services are provided from the civic building, "Riverside House", which opened in 2011. 2,382 people currently work from this location.

3.2.10 **The Council owns a further six heritage sites - Keppel's Column, Payne Mausoleum, Waterloo Kiln, Walker Mausoleum, Catcliffe Glass Cone and Boston Castle - and there are 237 other parks, green spaces and buildings.**

3.2.11 Some of the Council's most picturesque sites include the four main parks/country parks: Rother Valley Country Park, Thrybergh Country Park, Ulley Country Park and Clifton Park.



3.2.12 The four leisure centres within the borough (Rotherham, Aston, Maltby and Wath) are delivered in partnership with Places for People and offer a variety of sports facilities, including swimming pools, gyms, workout classes, squash courts and sports halls.

3.2.13 Fourteen of the 119 schools in Rotherham are delivered in partnership (building management) between the Council and Transform Schools (Rotherham) Ltd.



## Vision and priorities

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

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

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

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

To this end we set out four priorities:

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



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

### Every child making the best start in life

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

### Every adult secure, responsible and empowered

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

### A strong community in a clean safe environment

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

### Extending opportunity, prosperity and planning for the future

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

### A modern, efficient Council

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

# How directorates will contribute towards the delivery of the vision and priorities

**5.1 Over the next year the Council will be focusing on reforming services against the backdrop of making necessary in-year savings of £21 million, (this represents 10.3% of the Council's 2015/16 revenue budget). This is in the context of the Council's Medium Term Financial Strategy (MTFS) which was approved on 2nd March 2016 which makes a start at setting out a three-year approach to delivering a balanced and sustainable budget plan. This MTFS is currently being refreshed to add a further year (2019/20) as well as revise the resource and expenditure assumptions for 2017/18 through to 2019/20 reflecting recent announcements and more up to date information. The refreshed MTFS will be presented to Cabinet in July 2016.**

5.2 Each Directorate will have its own service business plans to support delivery of the Council's vision and priorities in 2016/17. A focus on continuous improvement, early intervention, cross-directorate working, implementing good practice and raising standards features throughout all Directorate and underpinning service-level business plans.

5.3 Partnership working is also recognised across all services as being essential to the future of the borough; combining knowledge, ideas, expertise and resources to deliver tangible improvements, deliver efficiencies and economies of scale, and strengthen our communities.

## Children & Young People's Services

5.4 The Directorate is now in its second year of implementing its Improvement Plan. The Plan has at its heart the Council's vision of being a "child-centred" borough; where young people are supported by their families and community, are protected from harm, can thrive and go on to lead successful lives. It is more than delivering on specific performance-driven improvements identified for 2016/17, it is also having the right people to deliver the right services at the right time.



- Year-on-year improvement can only be achieved with a consistency of staff and the service is building a permanent and well-trained workforce that delivers high quality services for children
- We are putting into practice the principles of early intervention to identify and support families at the earliest opportunity, so that we can improve outcomes and reduce the need for social care intervention down the line
- Ensuring best practice is shared and a consistent approach is embedded in all aspects of the service will support work to bring it in line with regional and national standards. We are strengthening governance, benchmarking and reporting arrangements to provide the necessary assurance in taking forward improvements and delivering sustainable, more effective children's services.

## Adult Social Care and Housing

**5.5 The Directorate is focused on creating a Rotherham where vulnerable adults, such as those with disabilities and older people and their carers, have the necessary support within their community. To achieve this the service is implementing the Adult Social Care development programme to deliver modern, personalised services that help people live independently for as long as possible.**

**5.6 It is also working to improve the quality and choice of housing in Rotherham to enable people to live in high quality accommodation which meets their needs, whether in the social rented, private rented or home ownership sector. The improvements identified for 2016/17 support these two programmes of work:**

- We are working to integrate health and care commissioning and delivery of services to reduce duplication and provide high quality services with single points of access – all aimed at improving the customer journey
- We are putting into practice the principles of early intervention to offer support at the earliest opportunity, so that we can improve outcomes and reduce the need for social care intervention down the line. Alternatives to traditional care are being refined to allow residents to remain independent for as long as possible and minimising the need for residential and nursing care
- We are working with health and third sector partners to develop a wide range of resources to provide support for people to live fulfilling lives with their family and friends in their own community.



## Public Health

**5.7 The Directorate is working to improve the health and wellbeing of Rotherham residents and reduce health inequalities across the borough. The service is working to fulfil its statutory functions for 2015/16. Since transferring into the Council in 2013 Public Health is working to fulfil its statutory functions of:**

- **Health Improvement:** We are focused on working with partners to implement the Health and Wellbeing Strategy. We are re-commissioning services to tackle the prevalence of smoking, substance misuse, childhood and adult obesity and encourage everyone to do more physical activity and adopt a healthier lifestyle.
- **Health Care Commissioning:** We are working with the Clinical Commissioning Group (CCG) offering Public Health advice, especially around the prevention of illness. The 0-5 year old contract has recently transferred from National Health Service in England (NHS England) into Public Health and we are working closely with the Children and Young People's Directorate to ensure we provide an integrated service with children and their families at the centre of all care. We are managing contracts with local GPs and community pharmacists for a range of preventative services, including drugs and alcohol management.
- **Health Protection:** Public Health is working closely with Public Health England (PHE) to manage any infectious disease outbreaks. We monitor vaccination and immunisation uptake as well as cancer screening programmes, working closely with NHS England.

## Regeneration & Environment

5.8 The Directorate is committed to delivering services for Rotherham which keep its neighbourhoods safe, clean, green and well-maintained. It is reforming its approach, through a review and restructure of functions, to deliver these services in an effective, efficient and flexible way. It is also supporting the economic growth and the regeneration of the borough, to create a place where residents live good quality lives, where people come together and contribute as one community:

- We will support the economic future of the borough by working with partners on the Economic Growth Board to deliver the 10 year Economic Growth Plan, producing a joined-up Culture, Sport and Tourism Strategy for the borough and achieving the adoption of the Town Centre Supplementary Planning Document, alongside work to progress toward the adoption of a new Local Plan
- We will also play an influential role in the Sheffield City Region to help ensure that Rotherham receives tangible benefits from the economic devolution deal with government
- We are developing a culture of innovation across services; in our approach to operational processes, use of new technologies and in exploring commercial opportunities, built on a strong performance management framework across the board.



## Finance & Customer Services and Chief Executive's Directorate

5.9 The Directorate's are delivering corporate, finance, legal and customer services focused on working alongside other Directorates to ensure the Council is a modern, efficient organisation which has the needs of residents at the centre of its decision making. We are committed to ensuring that the Council has strong governance, is open and transparent and accountable to its residents. Actions have been identified to support the delivery of these priorities for 2016/17:

- We are working to help residents to understand how and why spending decisions are made and how they can play their part in supporting the Council to save money, such as doing business online, by informing and engaging them through effective communication
- We are supporting the Council to deliver its business objectives with a transparent approach to managing and reporting finances, ensuring that the organisation stays within its funding limits
- We are enabling an engaged, supported and well managed workforce with the right skills and a customer focused approach.



## Working in partnership

6.1 **The new Rotherham Together Partnership was launched in September 2015. It brings together a wide range of organisations, including major public bodies (such as the police, health agencies, education and the fire and rescue service), local businesses and the voluntary and community sector, to look collectively at how all partners can work together to deliver improvements for local people and communities by combining their knowhow and resources.**

6.2 A **Partnership Plan** for 2016/17 was launched in March 2016 and partners will be developing a longer-term Community Strategy over the course of 2016, to come into force from 2017. The Partnership Plan is focussed on three themes:

- **Theme 1** – Bringing people together
- **Theme 2** – Opportunity and equality
- **Theme 3** – Welcoming places

6.3 Supporting boards and partnerships include:

- **Health and Wellbeing Board** – Bringing together the Council, NHS and other key partners to plan how best to meet the health and wellbeing needs of the local population and tackle inequalities in health. It is responsible for the new Rotherham Health and Wellbeing Strategy.
- **Children and Young People’s Partnership** – The Partnership will support and challenge Rotherham Council and its partners, including the Rotherham Safeguarding Children’s Board, to secure sustainable improvements and high level performance in Rotherham’s children and young people’s services.
- **Safer Rotherham Partnership** – A forum for the Council, South Yorkshire Police and a range of other partners to discuss and make decisions relating to crime and community safety issues in the borough. A new Safer Rotherham Partnership Plan has been produced and was approved by the Safer Rotherham Partnership Board in June 2016.
- **Business Growth Board** – The Board is responsible for the delivery of the 10-year Rotherham Economic Growth Plan (2015-2025). Private sector led, but including the Council and other partners, the Board is particularly focused on skills, employment and developing the town centre, as well as providing a link to the Sheffield City Region Combined Authority and Local Enterprise Partnership and the opportunities presented to Rotherham through devolution of economic powers and funding.



- **The Sheffield City Region (SCR)** is increasingly important as the Government moves forward with its devolution agenda, transferring powers and funding to local areas via Combined Authorities (groups of local authorities represented by their Council Leaders) and Local Enterprise Partnerships (business-led, but also involving council leaders). The SCR Combined Authority formally comprises the four South Yorkshire districts as well as Chesterfield and Bassetlaw Councils, with Bolsover, Derbyshire Dales and North East Derbyshire Councils wider “non-constituent” members keen to work through the City Region on the basis of a functioning economic geography. The SCR Combined Authority agreed a new, wide-ranging devolution deal in March 2016, which included a commitment from Government to provide an additional £30 million per year for 30 years to the SCR, from 2016/17, as well as wider funding and powers. The precise detail of the deal is in the process of being given formal, legislative effect in Parliament through to the autumn of 2016, prior to planned elections for a new Mayor of the SCR Combined Authority in the spring of 2017.
- **Schools, Colleges and Children’s Centres** – are key partners in ensuring children and young people are safe and develop the skills, knowledge and experience to support them in adult and working life.



# How we will deliver the Corporate Plan – performance management arrangements

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

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

7.2 In addition to these principles, the Council's performance framework is a critical means by which the Council can make use of performance information to challenge its effectiveness and work to improve services. The framework is therefore structured around a continuous improvement and performance management cycle and aims to provide an overview of the Council's performance management arrangements at every level of the organisation. The framework is a key tool in ensuring that all staff and councillors understand how their individual contributions are critical in enabling the entire organisation to deliver effective services, continuous improvement and value for money for the people of Rotherham.

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

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

### Service Plans



### Team Plans



### Individual Plans



# Staff values and behaviours – One Rotherham

The proposed staff values and behaviours reflect the expectations of citizens, Commissioners and Elected Members and these will be subject to regular review



## Honest

Open & truthful in everything we say & do

- Share information wherever possible
- Be open to challenge
- Speak up about concerns
- Actively listening to others
- Give reasons for our decisions & actions
- Be open about what is achievable
- Be honest and give feedback



## Accountable

We own our decisions, we do what we say & we acknowledge & learn from our mistakes

- Do the right thing, not just the easiest thing
- Respond in a timely manner
- See things through with pace
- Hold each other to account
- Take ownership for personal & team performance
- Reflect & learn from our experiences



## Respectful

We show regard & sensitivity for the feelings, rights & views of others

- Value others as individuals
- Respect differences
- See things from another's point of view
- Pay attention to people's differing needs
- Be polite
- Challenge unacceptable behaviour



## Ambitious

We are dedicated, committed & positive, embracing change with energy & creativity

- Set high standards & go the extra mile
- Be positive
- Have a can do attitude
- Be imaginative & creative
- Seek out best practice & be open to new ideas
- Take responsibility for our own development
- Be a team player



## Proud

We take pride in our borough & in the job that we do

- Recognise & share success
- Be enthusiastic & encouraging
- Act as an Ambassador for Rotherham
- Celebrate the best of Rotherham & our people
- Work together with others both inside & outside of the Council

# Our plans

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

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

9.3 The Council operates in a constantly changing environment and will therefore keep the content of these performance measures under review as it reports on performance over the coming year; and will review the entire plan and its measures more formally for the start of the 2017/18 municipal year.

9.4 Finally, in support of the headline performance measures within this Corporate Plan for 2016/17, Council Directorates and services will also be responsible for more detailed annual service business plans. These will expand on the specific activities taking place to achieve the objectives and outcomes that the Council is seeking to achieve. These service-level business plans will provide further information on other relevant performance information, key risks to delivery, links to corporate policies and priorities etc; and will be required to be similarly kept under review in the year ahead, alongside the main Corporate Plan.



# Priority One – Every child making the best start in life

Outcome:		A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect						
Lead accountability (Strategic Director):		Ian Thomas, Strategic Director – Children and Young People’s Services						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.A1	Early Help – Early Help service to identify and support families at the right time to help prevent social service involvement	Reduction in Children in Need rate (rate per 10K population)  (Priority measure)	Low (but in line with National Average)	Monthly	320 (2015/16)	No target  To be used as a measure to watch during the next 12 months	Mel Meggs	Identifying children and families who are in times of difficulty before their needs escalate improves outcomes for the child and family quicker and reduces the need for more costly social care intervention. Having in place a good local Early Help offer should reduce the lower level children in need work. DfE definition, allowing for benchmarking. It is difficult to set a target for this coming year – to keep an eye on throughout the year.
1.A2		The number of families engaging with the Families for Change programme as a percentage of the troubled families target	High	Monthly	100% (2015/16)	100% (882 families by end of Mar 17)	David McWilliams	Identify and work with families early before their needs escalate.
1.A3	Children’s Social Care Improvement - Ensure that all children in need work is managed robustly and that appropriate decisions and actions are agreed	% children who had a social care concern raised within 12 months of the last concern ending (Re-referrals)  (Priority measure)	Low	Monthly	30.9% (2015/16)	2 stage target  Apr to September 26%  Oct to Mar 23%	Mel Meggs	Improve quality of practice.

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.A4	<b>Children's Social Care Improvement</b> – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	<b>% children who are subject to repeat child protection plans (within 24 months)</b>  (Priority measure)	Low	Monthly	4.7% (2015/16)	4%	Mel Meggs	Improve quality of practice. Further definition information: Relates to children becoming subject to a plan in the last 12 months who had a previous CP plan cease within 24mths of the start of the new CP plan
1.A5	<b>LAC Sufficiency Strategy</b> – Increase in the proportion of children who are cared for in a family based setting	<b>Increase in the proportion of children who are cared for in a family based setting</b>  (Priority measure)	High	Monthly	86.5%	87.5%	Mel Meggs	Children who live in family settings improve their long-term life chances and outcomes and reduce reliance on costly LAC services/ placements.
1.A6	<b>Child Sexual Exploitation</b> - an increased awareness of CSE And an increase in the number of police prosecutions As a result of joint working	Number of CSE referrals	Not applicable	Monthly	200 (2015/16)	No target – not applicable	Mel Meggs	By evidencing the increase in the number of referrals to the CSE team demonstrates confidence in reporting.
1.A7		Number of prosecutions	High	Monthly	43 (June 2015 - May 2016)	No target – not applicable	Mel Meggs	Number of prosecutions through joint working with colleagues in the police.
1.A8		Number of victims/ survivors accessing post abuse support services  (new referrals)	High	Monthly from April 2016	524 (2015/16)	No target – not applicable	Mel Meggs	Provision of services for victims and survivors of CSE.  The current contracts do not include targets.

Outcome:		B. Children and Young people are supported to reach their potential						
Lead accountability (Strategic Director):	Ian Thomas, Strategic Director – Children and Young People’s Services							
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.B1	<b>Early Help</b> – Increase the take-up of free Early Childcare for disadvantaged families	% of entitled 2 year olds accessing childcare	High	Termly	78 % (Summer term 2015)	80 % Target reflects seasonal performance. Autumn term always highest take-up rate.	Karen Borthwick	Evidence suggests that children from less advantaged backgrounds often start school 19 months behind their peers, but also reveals that good quality childcare can reduce this gap and have a significant benefit in terms of a child’s development.  Access to good quality childcare at an early age enables parents to return to work quicker.
1.B2	<b>Sustainable Education and Skills</b>	% children and young people who attend a good or better schools	High	Termly	82.4 % (Summer term 2015)	90 %	Karen Borthwick	Attending a good or better school creates greater chances for children and young people to reach their potential.
1.B3	<b>Sustainable Education and Skills</b> – challenge all schools, academies and education settings who are not providing at least a ‘good’ level of education to our children	All Children make good or better progress  The progress a pupil makes from the end of primary school to the end of secondary school.  (Key Stage 4 Progress 8 Measure)	High	Annual (Autumn Term each year)	Previous indicator of 5+A*-C including English and Maths - 55.2 % (2015)  1.4 % above the national average	As this is a new measure for secondary accountability in 2016 there is currently no performance data.  Targets for future years would be set in line with or above the national average.	Karen Borthwick	KS2 is final year of primary education. The old measures have been abolished nationally. Please note Progress 8 is the new measure introduced by DfE for 2016.
1.B4	<b>Sustainable Education and Skills</b> – Reduce the number of children and young people persistently absent from school	More Children in full time education  Reduction in the persistent absence rate in – (a) Primary schools (b) Secondary schools	Low	Termly	a) 2.8 % b) 7.0 %  (Autumn term 2015)	5.2 %  in line with National Average  (to be reviewed on release of National data in March)	David McWilliams	Quality of education is vital if children are to reach their potential. This measure uses DfE/ Ofsted inspection grading to determine the proportion of children.



Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.B5	<b>Sustainable Education and Skills</b> – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are: (a) fixed term (b) permanent	Low	Termly	a) 4210 b) 50 (Full academic Year 14/15)	a) 3000 b) 30	Karen Borthwick	Engagement and inclusion of CYP within education is vital if children are to reach their potential. This measure is in line with DfE/ Ofsted data and provides the totals across all school types.  There is currently an increasing trend in the exclusion of pupils.
1.B6	<b>Sustainable Education and Skills</b> – Enable hard to reach young people to achieve their full potential through education employment or training	% of young people aged 16-18 who are Not in Education, Employment or Training (NEET)	Low	Monthly	5.1 (2015/16)	4.9 (Average Nov, Dec, Jan)	David McWilliams	Ensuring young people have a good start to adult life and their careers. In accordance with the National measure performance is measured by taking an average across November, December and January's performance.
1.B7	<b>Special Educational Needs and Disabilities (SEND)</b> – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	<b>Increase in the number and percentage of Education Health and Care Plans completed in statutory timescales</b>  <b>a) % of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued in that month)</b>  <b>b) % of Education Health and Care Plans completed in statutory timescales (based on Conversions from Statements to EHCP in that month)</b>  <b>(Priority measure)</b>	High	Monthly	a) 52.4% b) 81.6% (2015/16)	90% by April 18	Karen Borthwick	To maximise the use of universal services for the prevention and early identification and provision of targeted support through the partnership.  Support the development of commissioning which is based on the fundamental principles of building resilience for children and young people, and in communities, taking an asset based approach, reducing dependence through intelligent and insightful demand management and early intervention, and promoting personalisation.  The target of 90% is a national set target by April 2018.

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.B8	<b>Sustainable Education and Skills</b>	% of children aged 0-5 living in the Rotherham area who are registered with a Children's Centre	High	Quarterly	91.4% (2015/16)	94%	David McWilliams	Maximise the impact of children's centres by ensuring that all 0-5 year olds are registered with a children's centre.
1.B9	<b>Sustainable Education and Skills</b> – ensure that all vulnerable groups attain at the same level as their peers	Attainment for looked after children at the end of primary school and secondary school is in line or better than national averages;  a) % "Looked After Children" (LAC) achieving Level 4 or above at Keystage 2 for reading, writing and maths combined  b) % "Looked After Children" (LAC) achievement against Keystage 4 Progress 8 measure	Low	Annual	a) 43% b) n/a  (2014/15)	a) 52% b) n/a	Karen Borthwick	Supports the "Child-Centred" Borough priority "Ensuring children reach their potential".  As corporate parents it is important that support is given to our looked after children and care leavers to attain in line with their peers.

Outcome:		C. Children, young people and families are enabled to live healthier lives						
Lead accountability (Strategic Director):		Terri Roche, Director – Public Health Ian Thomas, Strategic Director – Children and Young People’s Services (measure 1.C4)						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy) (Priority measure)	Low	Quarterly/ Annual	18.1 % (2015/16)	Local target: Reduce to 18.4 % by 2016/17	Jo Abbott	Public Health Outcomes Framework indicator National indicator with benchmarking data. Smoking in pregnancy has well known detrimental effects for the growth and development of the baby and health of the mother.  Continue to commission specialist stop smoking in pregnancy service. Implement smoke-free legislation.
1.C2		Reduced year-on-year levels of childhood obesity for: a) Reception year (aged 4/5) b) Year 6 children (aged 10/11) i.e. as part of implementing the new national Obesity Strategy from 2016 (Priority measure)	Low	Annual	a) Reception year obesity prevalence 9.9 % (2014/15) b) Year 6 obesity prevalence 21.6 % (2014/15)	National ambition: a sustained downward trend in the level of excess weight in children by 2020.	Jo Abbott	Public Health Outcomes Framework indicator. Weight is known to be directly linked to health and wellbeing in all ages.  This is a well-established national indicator with benchmarking data. The National Child Measurement Programme weighs and measures children in reception and year 6 on an annual basis. Cohort level data fluctuates annually therefore unable to establish a reliable future target. Awaiting national Childhood Obesity Strategy to clarify and identify national targets.  Y6 included because excess weight a problem compared to Region and England.
1.C3		Chlamydia detection rate (15-24 year olds) - CTAD (Persons)  [i.e. as part of the Implementation of the Sexual Health Strategy]	High	Annual	2,141 per 100,000 young people aged 15 to 24 (2014)	National indicator: work towards a detection rate of at least 2,300 per 100,000 of the eligible population (15-24 year olds)	Jo Abbott	Public Health Outcomes Framework National indicator with benchmarking data. Chlamydia is the most commonly diagnosed sexually transmitted infection. It causes avoidable sexual and reproductive ill-health. PH commission sexual health services (Contract monitoring)

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
1.C4	Ensure that all children and young people with <b>emotional wellbeing and mental health needs</b> , receive prompt support and treatment	a) % of referrals triaged for urgency within 24 hour of receipt	High	Monthly	99.4%	100%	Nicole Chavaudra	Improve access to mental health provision, ensuring that young people in crisis receive rapid support and treatment.  The Clinical Commissioning Group (CCG) is the lead commissioner for Child and Adolescent Mental Health Services (CAMHS).
		b) % of triaged referrals that were assessed within 3 weeks	High	Monthly	26.3%	95%	Nicole Chavaudra	As above  A whole service re-structure has been undertaken as a result of poor performance.

# Priority Two – Every adult secure, responsible and empowered

Outcome:		A. Adults are enabled to live healthier lives						
Lead accountability (Strategic Director):		<b>Terri Roche</b> , Director – Public Health <b>Shokat Lal</b> , Assistant Chief Executive (measure 2.A6)						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
2.A1	Implement <b>Health and Wellbeing Strategy</b> to improve the health of people in the borough	<b>Smoking prevalence (18+)</b> <b>(Priority measure)</b>	Low	Annual	18.4 % (2014)	Reduction of 1 percentage point each year from baseline position.	Jo Abbott	Public Health Outcome Framework indicator. National indicator with benchmarking data. Based on survey data.  Smoking is a major risk factor for many diseases such as cardiovascular disease and lung cancer.
2.A2		% of physically inactive adults (aged 16+)	Low	Annual	31.5 % (2014)	No national target but local aim to increase physical activity for people with long term conditions.	Jo Abbott	Public Health Outcome Framework indicator. National indicator with benchmarking data. Based on survey data. Increased physical activity reduces risk of cardiovascular disease, diabetes, obesity, breast/colon cancer, osteoporosis and improves mental health.
2.A3		Excess weight in adults (aged 16+)	Low	Annual	73.3 % (2012-14)	National ambition: a downward trend in the level of excess weight averaged across all adults by 2020.	Jo Abbott	Public Health Outcome Framework indicator. National indicator with benchmarking data. Based on self-reported survey data, with no trend data available therefore unable to set future targets.  NB only been measured nationally for one period (2012-14).  Excess weight is a major determinant in avoidable ill-health and premature death.  Updated data available from November 2016 (PHOF)

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
2.A4		Suicide rate (all ages) (Persons)	Low	Annual	9.7 per 100,000 (2012-14)	No national target but national recommendation to have a local action plan	Jo Abbott	Public Health Outcomes Framework indicator. National indicator with benchmarking data. Suicide is a significant cause of death in young adults, and is seen as an indicator of underlying rates of mental ill-health.
2.A5		Successful completion of drug treatment – a) opiate users (aged 18-75) b) non-opiate users (aged 18-75)	High	Annual	a) 7.3% (2014) b) 52.6% (2014)	No national target.  Local ambition to be within LA Comparators Top Quartile	Jo Abbott	Public Health Outcomes Framework indicator. National indicator with benchmarking data. Individuals achieving this outcome demonstrate a significant improvement in health and well-being.  Public Health commissioned services (monitor contracts)
2.A6	Support vulnerable people in times of crisis	Number of people supported through welfare provision: a) food parcels provided b) crisis loans	Not applicable	Quarterly	a) 2526 (adults) plus 1510 (under 18) b) 1041 loans provided (2015-16)	No target - not applicable	Justin Homer	Also contributes to outcomes 1C - Children, young people and families are enabled to live healthier lives.  The Local Welfare Provision (LWP) measure is split and includes food parcels provided, whereas the data collected includes the number of individual beneficiaries (adults and children) and crisis loans, which just register the number of loans, not the numbers of households benefiting.  There is other food in crisis provision in Rotherham, but this is not directly funded through LWP.  Council-wide/partnership service.

Outcome:		B. Adults and carers are supported to be safe, independent and resilient within a personalised model of care and support						
Lead accountability (Strategic Director):		Anne Marie Lubanski, Interim Strategic Director – Adult Social Care and Housing						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
2.B1	Implement the new <b>Adult Safeguarding Strategy</b> to prevent neglect and abuse, embed making safeguarding personal and provide support to victims, linked to the corporate Safeguarding Strategy	<b>No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure)</b>	High	Quarterly	568 (2015/16)	Baseline year	Sam Newton	New indicator for 2015/16 2015/16 data to be validated and therefore not robust for target setting for 2016/17
2.B2	<b>Integrate health and care services</b> to consolidate and share resources to reduce duplication and provide excellent services	<b>Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population (Priority measure)</b>	Low	Quarterly	1.6 (2015/16)	1.5	Sam Newton	National indicator Benchmarking available
2.B3	People get the <b>information and advice</b> early and help to make informed choices about care and support	Number of people provided with information and advice at first point of contact (to prevent service need)	High	Quarterly	944 (2015/16)	Baseline year	Sam Newton	New Indicator for 2015/16 2015/16 data to be validated and therefore not robust for target setting for 2016/17

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
2.B4	Improved approach to <b>personalised services</b> – always putting users and carers at the centre of everything we do	<b>a) Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure)</b>	High	Quarterly	75.7% (2015/16)	a) 76%	Sam Newton	
		<b>b) Proportion of Carer's in receipt of carer specific services who receive services via self-directed support (Priority measure)</b>	High	Quarterly	29.2% (2015/16)	46.7%	Sam Newton	
2.B5		Number of Carer's Assessments completed	High	Quarterly	2420 (2015/16)	2500	Sam Newton	Local measure – the Care Act gave local authorities a responsibility to assess a carer's needs for support, where the carer appears to have such needs. This will mean more carers are able to have an assessment, comparable to the right of the people they care for.
2.B6	<b>Modernise Enablement Services</b> to maximise independence, including: <ul style="list-style-type: none"> <li>• Intermediate care</li> </ul>	<b>The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure)</b>	High	Annual	89.6% (2015/16)	91%	Sam Newton	National Benchmarking available
2.B7	<ul style="list-style-type: none"> <li>• Enabling</li> <li>• Prevention agenda</li> <li>• Developing community assets</li> </ul>	No of admissions to residential rehabilitation beds (Intermediate Care)	High	Quarterly	613 (2015/16)	600	Sam Newton	Local measure



Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
2.B8		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	High	Quarterly	86.1 % (2015/16)	74% 2015/16 2016/17 target tbc	Sam Newton	Target not yet confirmed –to confirm when provisional national results released which will allow benchmarking of good performance.
2.B9	Development of <b>Adult Care Market Position Statements</b> to provide alternatives to traditional care, maximise independence and stimulate the market	<b>a) Permanent admissions to residential care for adults and older people (Priority measure)</b>	Low	Quarterly	Adults 20.03 (31 admissions to residential care)  Older people 819.52 (401 admissions)	Adults 17.6 (27 admissions)  Older people 797 (390 admissions)	Nathan Atkinson	Calculates the ASCOF 2A results for new admissions by aged 18-64 and 65+
		<b>b) % spend on residential and community placements (Priority measure)</b>	Low - residential and High - Community placements	Quarterly	Not available as not previously required	Baseline year	Nathan Atkinson	Performance is reported as net spend against forecasted budget (which takes into account any overspend)
2.B10	<b>Adults with learning disabilities are supported into employment enabling them to lead successful lives</b>	Supporting people with a learning disability into employment	High	Quarterly	5.6 % (2015/16)	6.0 %	Sam Newton	Measure calculated as % of learning disabilities service users in a long term community service. Provides an opportunity for all council services and partners to promote its outcome.
2.B11	Improve <b>satisfaction levels</b> of those in receipt of care and support services	Overall satisfaction of people who use care and support services  a) Service users b) Carers	High	a) annual b) biennial	a) 70% (2015/16) b) 48.6% (2014/15)	a) 72 % b) 50%	Sam Newton	National statutory indicator

# Priority Three – A strong community in a clean, safe environment

Outcome:		A. Communities are strong and people feel safe (also contributes to priority 2 – Every adult secure, responsible and empowered)						
Lead accountability (Strategic Director):		<b>Damien Wilson</b> , Strategic Director – Regeneration and Environment <b>Shokat Lal</b> , Assistant Chief Executive (measure 3.A5)						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
3.A1	Ensure that the <b>Safer Rotherham Partnership</b> is robust and fit for purpose. Develop an effective <b>Community Safety Strategy and Performance Management Framework</b>	Reported instances of anti-social behaviour in Rotherham	Low	Quarterly	14,355 incidents 8% decrease (1, 198) (2015-16)	5% reduction on 2015-16	Karen Hanson	Measure available from Neighbourhood Crime and ASB unit.
3.A2		Reported instances of hate incidents in Rotherham	Not applicable	Quarterly	254 incidents 43% increase (76) (2015-16)	25% increase on 2015-16	Karen Hanson	Measure available from Neighbourhood Crime and ASB unit. Demonstrates confidence in reporting The 25% further increase in reporting follows Police advice
3.A3		Reported instances of domestic abuse in Rotherham	Not applicable	Quarterly	1,770 incidents 28% increase (386) (2015-16)	10% increase on 2015-16	Karen Hanson	Measure available from Neighbourhood Crime and ASB unit Demonstrates confidence in reporting
3.A4		Ensure an robust, effective and efficient <b>licensing service</b>	<b>% of licence holders that demonstrate adherence to the requirements of the Council’s Hackney Carriage and Private Hire Policy (Priority measure)</b>	High	Quarterly	Data not previously collected	100%	Karen Hanson

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
3.A5	<b>Rotherham residents are satisfied</b> with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live  b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	High - very or fairly satisfied	6 monthly	a) 79% June 2015 82% December 2015 satisfied or fairly satisfied  b) 69% June 2015 61% December 2015 very or fairly satisfied	a) >79% b) >69%	Tracy Holmes	The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners
3.A6	Create a <b>rich and diverse cultural offer and thriving Town Centre</b>	<b>Number of people borrowing books and other materials (Cumulative) (Priority measure)</b>	High	Quarterly	22,472 (2015/16)	25,000	Paul Woodcock	
3.A7		Aggregate pedestrian footfall in the Town Centre	High	Quarterly	23,699,399 (2015/16)	>23,699,399	Paul Woodcock	2015/16 baseline year Measured via fixed cameras in the Town Centre

<b>Outcome:</b>		<b>B. Streets, public realm and green spaces are clean and well maintained</b>						
Lead accountability (Strategic Director):	<b>Damien Wilson</b> , Strategic Director – Regeneration and Environment							
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
3.B1	Deliver a <b>cleaner, greener Rotherham</b> to ensure that it is a safe and attractive place to live, work and visit	Levels of Street Cleanliness not more than 5% of sites are considered to be below standard (Grade A or B in CoP)	Low	Monthly	0 (2015/16)	<5%	Karen Hanson	Previously a corporate indicator Links in to the Code of Practice on Litter and Refuse. Needs further discussion about methodology.
3.B2		Road Networks in need of significant repair: a) % of the principal Road Networks in need of repair	Low	Annual	3% (2014/15)	4%	Karen Hanson	The target is based on the national average condition and the Council aspires to be good or better.  DfT 2015/16 data not yet available.
		b) % of the non-principal Road Networks in need of repair	Low	Annual	6% (2014/15)	7%	Karen Hanson	The target is based on the national average condition and the Council aspires to be good or better. The national average has improved from 8% to 7%  DfT 2015/16 data not yet available.
		<b>c) % of unclassified roads in need of repair (Priority measure)</b>	Low	Annual	24% (2014/15)	28%	Karen Hanson	The target is to achieve below 28% by March 2017, however the national average condition is 18%.  DfT 2015/16 data not yet available.

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
3.B3		Effective enforcement action taken where evidence is found: a) Fly tipping (fixed penalty notices and prosecutions) b) Other enviro-crime (fixed penalty notices and prosecutions)	High	Quarterly	Not available as not previously required	Baseline year	Karen Hanson	
3.B4		<b>Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure)</b>	Low	Quarterly	0% (2015/16)	<5%	Karen Hanson	
3.B5	Ensure an efficient and effective <b>waste and recycling service</b>	Number of missed bins per 100,000 collections	Low	Quarterly	62.7 (2015/16)	60	Karen Hanson	Previously a corporate indicator
3.B6		% of waste sent for reuse (recycling and composting)	High	Quarterly	43.11% (2015/16)	45%	Karen Hanson	Former national indicator

# Priority Four – Extending opportunity, prosperity and planning for the future

Outcome:		A. Businesses supported to grow and employment opportunities expanded across the borough						
Lead accountability (Strategic Director):		Damien Wilson, Strategic Director – Regeneration and Environment						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
4.A1	Deliver <b>economic growth</b> (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)	<b>Survival rate of new businesses (3 years)</b> (Priority measure)	High	Annual	63.1% (2014/15)	57.5%	Paul Woodcock	Data for 2015/16 available November. 2025 target in the Growth Plan is 60.0%. 2014/15 resulted in a peak in performance above the overall target.
4.A2		<b>Number of jobs in the Borough</b> (Priority measure)	High	Annual	92,300 (2014/15)  2015/16 data not yet available	1,000 new jobs p.a. (10,000 over 10 years)  No specific target can be set for 16/17 until 15/16 data is available	Paul Woodcock	2025 target in the Growth Plan is 102,300
4.A3		Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old)	High	Annual	47 (2015/16)	50	Paul Woodcock	Previously a corporate indicator 2025 target in the Growth Plan is 58.
4.A4		<b>Overall number of businesses in the Borough</b> (Priority measure)	High	Annual	6390 (2015/16)	6,500	Paul Woodcock	Data for 2015/16 available in October. 2025 target in the Growth Plan is 7,250

Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
4.A5		Narrow the gap to the UK average on the rate of the working age population economically active in the borough	Low	Quarterly	1.0% gap (2015/16)	Reduce gap to 0.7%	Paul Woodcock	Data for period ended Dec 2015 shows economic activity rate at 76.7% compared to UK average of 77.7%
4.A6		Median average gross weekly wage for full-time employees working in the borough. Percentage of UK average	High	Annual	90.7% (2015/16)	91.5%	Paul Woodcock	ASHE survey for 2015 shows Rotherham at £478.80 compared to UK average of £527.70 – i.e. at 90.7% of UK average

<b>Outcome:</b>		<b>B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector</b> (also contributes to priority 2 – Every adult secure, responsible and empowered)						
Lead accountability (Strategic Director):		<b>Anne Marie Lubanski</b> , Interim Strategic Director – Adult Social Care and Housing						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
4.B1	Implement the <b>Housing Strategy 2016-2019</b> to provide high quality accommodation	<b>Number of new homes delivered during the year (Priority measure)</b>	High	Annual	663 (2015/16)	731	Tom Bell	Targets set in Rotherham’s Housing Strategy 2016-19. The target will step up annually until it accords with the Local Plan target of 958.
4.B2		<b>% of stock that is none decent (Priority measure)</b>	Low	Annual	0.67% (2014/15)	0.5%	Tom Bell	Social housing only Statutory indicator and benchmarking information available.
4.B3		Number of new social rented homes started in year	High	Annual	77 (2015/16)	60	Tom Bell	Targets set in Rotherham’s Housing Strategy 2016-19
4.B4		Number of new affordable home ownership units started in year	High	Annual	58 (2015/16)	148	Tom Bell	Targets set in Rotherham’s Housing Strategy 2016-19
4.B5	Private rented housing – improving standards through <b>selective licensing</b>	<b>a) % of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure)</b>	High	Monthly	87% (2015/16)	95%	Karen Hanson	Target set in Rotherham’s Housing Strategy 2016-19. Assessment is through analysis of collected data.
		<b>b) % of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority measure)</b>	High	Annual	Not available as not previously required	70%	Karen Hanson	Adds value through identifying positive outcomes of the Selective Licensing scheme.



<b>Outcome:</b>		<b>C. Adults supported to access learning improving their chances of securing or retaining employment</b>						
Lead accountability (Strategic Director):	<b>Ian Thomas</b> , Strategic Director – Children and Young People’s services							
<b>Ref</b>	<b>Action</b>	<b>Measure</b>	<b>Good performance (low/high)</b>	<b>Frequency</b>	<b>Performance</b>	<b>Target (2016/17)</b>	<b>Lead (Accountable officer)</b>	<b>Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)</b>
4.C1	Adults are supported and have access to <b>learning opportunities</b>	Increase the % of people aged 19+ supported through a learning programme who have:  a) Obtained a formal qualification b) Progressed/ working towards another level c) Obtained or got a better job	High	Annual	289 learners a) 94% achievement b) 26% c) 12% (2014/15)	300 learners 2015/16 a) 95% achievement b) 40% c) 20%	Karen Borthwick	Adults are supported and have access to learning opportunities  Target for 2015/16 due to academic year results due August 2016
4.C2		Increase the number of people working towards an English for Speakers of Other Languages (ESOL) accredited qualification	High	Annual	50	70		Karen Borthwick

# Priority Five – Running a modern, efficient Council

Outcome:		A. Maximised use of assets and resources and services demonstrate value for money						
Lead accountability (Strategic Director):		Judith Badger, Strategic Director – Finance & Customer Services						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
5.A1	Maximising the local revenues available to fund council services	% Council Tax collected in the current financial year	High	Monthly	97.3% (2015/16)	97% (Top Quartile Met Authorities)	Stuart Booth	National Indicator £110m income to the Council dependent on this measure
5.A2		Cumulative Council Tax arrears per property	Low	Annual	£68.12 (2015/16)	£103.62 (Top Quartile Met Authorities – 14/15 figure to be revised after June 2016)	Stuart Booth	National Indicator £110m income to the Council dependent on this measure Demonstrates consistent performance.
5.A3		% non-domestic (business) rates collected in the current financial year	High	Monthly	98.1% (2015/16)	98% (Top Quartile Metropolitan Authorities)	Stuart Booth	National indicator £40m income to the Council dependent on this measure

The Council's financial performance against budgets both capital and revenue are reported via regular, separate financial monitoring reports

<b>Outcome:</b>		<b>B. Effective governance arrangements and decision making processes are in place</b>						
Lead accountability (Strategic Director):		<b>Judith Badger</b> , Strategic Director – Finance & Customer Services <b>Shokat Lal</b> , Assistant Chief Executive						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
5.B1	Establishing and working to a new <b>Local Code of Corporate Governance</b> , encompassing: <ul style="list-style-type: none"> <li>• Risk management</li> <li>• Information governance (including FOI/DSA)</li> <li>• Business continuity</li> <li>• Internal audit</li> <li>• Emergency planning</li> </ul>	<b>Fit for purpose Annual Governance Statement 2016/17</b> <b>(Priority measure)</b>	N/A	Annual	Not Fit for Purpose (2014/15) 2015/16 not yet available	Improved Annual Governance Statement in 2016/17	Colin Earl	
5.B2	The <b>Scrutiny function is effective</b> ; engages members and improve outcomes for Rotherham residents and communities	% of scrutiny recommendations which are accepted and implemented	High	Quarterly	* Previous performance 80%	80%	James McLaughlin	Demonstrates the influence and impact of scrutiny as part of democratic process. Data may not be available to report in May. Indicator to be agreed
5.B3		Number of pre-scrutiny recommendations adopted	High	Quarterly	Not available as not previously required	60%	James McLaughlin	Measures the effectiveness of the pre-scrutiny process in strengthening wider governance in Rotherham.

<b>Outcome:</b>		<b>C. Staff listen and are responsive to customers to understand and relate to their needs</b>						
Lead accountability (Strategic Director):		<b>Judith Badger</b> , Strategic Director – Finance & Customer Services <b>Shokat Lal</b> , Assistant Chief Executive						
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
5.C1	Treating <b>customer complaints</b> with respect and dealing with them in an efficient and outcome-focussed way	a) Total number of complaints received by the Council	Low	Monthly	611 (2015/16)	No target – not applicable	Justin Homer	
		b) % of complaints closed and within timescale (cumulative)	High	Monthly	79% tbc* (2015/16)	85%	Justin Homer	*Data based on an initial assessment. Data due to be validated by end July.
5.C2		Number of compliments received	High	Monthly	599 2015/16	No target – not applicable	Justin Homer	
5.C3	<b>Resident satisfaction</b> - Assessing overall public opinion on the way the council is working and responding to customers	% of residents satisfied with the way Rotherham Metropolitan Borough Council runs things	High - very or fairly satisfied	Six Monthly	55% June 2015 and 54% December 2015 very or fairly satisfied	>55%	Tracy Holmes	The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners
5.C4		% of residents that have confidence in Rotherham Metropolitan Borough Council	High - great or moderate extent	Six Monthly	41% June 2015 and 45% December great or moderate extent	>41%	Tracy Holmes	The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
5.C5	Enable customers to be active and interact with the Council in an efficient way, <b>accessing more services online</b>	a) % of transactions online b) % of face to face customers c) % of telephony customer	Successful migration of customers from telephone and face-to-face channels to online self-service channels that are so easy to use that they are the customer's preferred way of doing the business with the Council.	Six Monthly	a) 36% digital self-service b) 6% face to face c) 58% phone	Increase digital contact and reduce telephony and face-to-face contacts from the stated baseline	Colin Earl	Draft 'Digital Council Strategy' in place. Currently developing a programme of change.

<b>Outcome:</b>		<b>D. Effective members, workforce and organisational culture</b>						
Lead accountability (Strategic Director):	<b>Shokat Lal</b> , Assistant Chief Executive							
Ref	Action	Measure	Good performance (low/high)	Frequency	Performance	Target (2016/17)	Lead (Accountable officer)	Notes (e.g. rationale for inclusion and means of assessment. Indicate if the priority contributes to a Child-Centred Borough?)
5.D1	Staff and managers have an opportunity to <b>reflect on performance</b> , agree future objectives and are aware of how they contribute to the overall vision	% PDR completion	High	Annual (% for completion June)	96% (2015/16)	95% (65% end June, 80% end July, full completion end September)	Tracey Parkin	Links employee day to day work with organisation vision and priorities.
5.D2	<b>Sickness is managed</b> and staff wellbeing supported	<b>Days lost per FTE (Priority measure)</b>	Low	Monthly	10.4 days (2015/16)	10.2 days	Ian Henderson	Targeted sickness intervention supports proactive workforce wellbeing activity.
5.D3	<b>Reduced use of interims, temporary and agency staff</b> through effective and efficient recruitment	<b>Reduction in Agency cost (Priority measure)</b>	Low	Monthly	£6.8m (2015/16)	10% reduction	Ian Henderson	
5.D4	<b>Members are able to fulfil their roles</b> as effective community leaders	% members receive a personal development interview leading to a structured learning and development plan	High	Annual	80% of targeted members have received a PDP (lead and new members)	85%	James McLaughlin	Members are equipped with skills & knowledge to undertake their roles, maximising and building capacity.  Data availability at year end.

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# APPENDIX D



June 2016

Dear Ian

## **CHILDREN'S SERVICES PEER CHALLENGE: ROTHERHAM JUNE 2016**

Thank you for taking part in the twenty-second Children's Services Peer Challenge activity in the region and the first to have management and leadership as its focus. More specifically, you asked us to use the Ofsted SIF criteria as a basis for our activity:

### **The robustness of leadership oversight in relation to social care**

- Leaders and managers are inspirational, confident, ambitious and influential
- DCS and Lead Member discharge their statutory duties
- There are clear lines of accountability between political, strategic and operational roles
- Leaders have a clear view of what is happening at the front line
- The LA has a detailed knowledge of its communities
- The JSNA and sufficiency statements are aligned
- The LA is an effective and strong corporate parent
- The DCS works closely with the LSCB Chair Performance monitoring enables the LA to have an accurate picture of itself
- There is sound management oversight of practice
- The LA knows itself well
- There are effective relationships with partners (CAFCASS/health/courts/FJB)
- The social care workforce is sufficient, stable and competent

Your preparatory work for this Peer Challenge was extensive and was immensely helpful in enabling the peer challenge team to focus its activity appropriately. The team received a good welcome and excellent co-operation and support throughout the process. It was evident to us all that all those we met were interested in learning and continued development.

We agreed to send you a letter confirming the findings as presented at the end of the Peer Challenge process and developed throughout our time with you. The above Ofsted criteria has been refined into six key headings which form a framework for the letter

It is important to stress that this was not an inspection. A team of peers used their experience to reflect on the evidence you presented through documentation, conversation and observation. We hope their conclusions, captured in our final presentation to you and in this report will assist you in your on-going improvement.

## **1. Background**

The Peer Challenge process developed for Children's Services across Yorkshire and the Humber builds on the peer review model that was developed by the Local Government Association (LGA) and all 15 Local Authorities are engaged in the process.

In order to support the Peer Challenge process all Local Authorities have nominated key members from their senior leadership teams including their Director of Children's Services (DCS) to be trained in the Peer Challenge process and to lead Peer

Challenges. Peer challengers have either undertaken regional training or are LGA accredited peer reviewers

## **2. Process**

The Peer Challenge in Rotherham was provided by a team led by Denise Hyde, Director of People, North Lincolnshire Council. She worked with: Mick Gibbs, Assistant Director, Children's Services, North Lincolnshire Council and Julie Jenkins, Head of Early Intervention and Children's Safeguarding, Calderdale Council. The process was managed and coordinated by Rob Mayall (SLI Manager, Yorkshire and the Humber).

The team spent two days working in the Local Authority collecting evidence with which to frame their findings and then drew together and presented their conclusions on day three of the Challenge. This activity took place on Friday, 17<sup>th</sup> June, then Tuesday and Wednesday, 21<sup>st</sup> and 22<sup>nd</sup> June 2016. Prior to the on-site activity, colleagues in Rotherham shared a wide range of information with the team to support its preparations.

As well as a desk-based analysis of documentation, the Peer Challenge process included a wide range of on-site activities, with over 60 participants. These activities included, interviews and focus groups. We met officers at all levels within children's services and a number of partners and had telephone conversations with elected members. Note that we did not spend time looking at individual cases.

As a result of this activity we identified over 170 strengths and areas for consideration, which were refined and matched against the six headings used for the presentation and this letter. These heading were: Corporate Leadership and Governance; Children's Services Leadership, Quality and Effectiveness of Practice; Effectiveness of Partnership; Financial Management and Workforce.

It is important to note that:

- We can only report on what we saw and read over a two day peer challenge period
- We found a foundation for leadership and management in Rotherham and the areas for consideration that we have identified reflect that point in your improvement journey.
- Much of what we have identified will be familiar to you – and this was confirmed as we made our presentation on 22<sup>nd</sup> June.

Initial findings, against the six key headings, and including a set of headline strengths and areas for development, were presented to senior officers from the local authority and CCG and Debbie Barnes, Rotherham's Improvement Partner, on 23<sup>rd</sup> June 2016.

## **3. Detailed Findings**

### **3.1 Headline Strengths and Areas for Development**

#### **Strengths**

- A strong ambition for better services for children
- A sense of urgency and purpose
- A stabilising, capable and well regarded leadership team



- Good and comparable performance coming from a low base in a short space of time which has built some confidence and positivity within the system
- New systems and processes have provided foundations for further improvement
- Partners said that they can engage with the council because of an improved culture
- Motivated staff at every level who want to see success for Rotherham
- DLT have a realistic self-assessment of where they are and where they need to be

### **Areas for consideration**

- Move from compliance to compliance with quality
- Vision – needs to be understood and embedded and staff need to understand their part in making it happen
- Pace: is it time to collectively pause, re-evaluate, appreciate and celebrate in order to move forward?
- Time to re-write the narrative with a different starting point
- Partnerships – a need for a system wide ownership of ambition for children
- Maximise the connectivity and capacity across CYPS

## **3.2 Corporate Leadership and Governance**

### **Strengths**

- There was a strong consensus that CYPS is in a much better place. This was referenced in all our conversations, and evidenced through partner perceptions and more visibly with performance data, recent Improvement letters, and the DfE's decisions to return to Rotherham responsibility and accountability for some of its children's services functions.
- Moving performance management and information functions from being a corporate function to a children's services function has had a positive impact. This has enabled a responsive and informed development and provision of a wide range of children's service specific performance information.
- There has been a corporate recognition of the need for investment to support core functions. An example of this would be the purchase of the 'Liquidlogic' system. These investments are indicators of a broader corporate recognition of the importance of resourcing recovery, but more significantly in the broader value of investing in better outcomes for children.
- The Community Safety Partnership and its Plan has CSE as one of 6 local priorities and takes a lead for offenders and work with hotspot locations, marking out a clear and distinctive role for itself as part of a broader systems wide approach to supporting better outcomes for children.
- The Corporate ambition for children ('child centred borough') is an acknowledgement of the centrality of children's outcomes to broader agendas. The strapline and sentiment is embedded across senior managers and some partners.
- The Council has responded pro-actively to Section 11 audit activity and is developing a corporate safeguarding policy; a number of designated safeguarding champions and a work plan and steering group led by the Chief Executive. This is a demonstration of a corporate commitment to safeguarding at the highest level.

## Areas for Consideration

- The ambitious aspirations for ‘outstanding’ by 2018 needs ongoing and tangible corporate support. This is as much about corporately owning and embedding the agenda for better outcomes for children as it is about financial resources.
- The vision for a child centred borough comes alive by ensuring children’s voice is central in strategic actions and activities. This applies to strategic conversations, both internal and with partners and in the various Boards and Partnerships. One partner said – *“It (the vision) needs articulating and needs to be lived”*. Good use of voice will lead to better informed decisions.
- Consideration needs to be given to a new phase in recovery and development. This has been identified earlier in this letter as an overarching area for consideration and we note that the DCS and several other senior leaders we met have acknowledged and are planning for this.
- Complex inter-board arrangements demand a real clarity about respective accountabilities. We recognise that you are conscious of this and heard that there is work in progress to develop a protocol across the various strategic boards and it might be that part of this includes regular meetings between the Chairs of Boards/Partnerships to ensure a coherent and consistent approach.

### 3.3 Children’s Services Leadership

#### Strengths

- The vision to be outstanding by 2018 is understood at every level of management.
- There is a shared ambition, passion and commitment across managers for rapid and sustainable improvement.
- We noted it ourselves and heard it from many of those we spoke to, that inspirational leadership is provided by the Director of Children’s Services. One quote which provides an example of this being:  
*‘There is a massive difference in the culture and style of leadership’*
- The DCS is:  
*‘visible, accessible and direct’... ‘He champions the social work agenda, he opens doors’... ‘He blogs and tweets and gets back to staff’*
- Practitioners across children’s services consistently reported of a visible, passionate, and now stable leadership with a belief in staff. The leadership team has been recognised as key in securing progress.
- Service managers were reported by practitioners as:  
*‘Caring... knowing cases... committed... approachable’*
- Practitioners in early help reported that:  
*‘There is lots of management support and supervision’.*
- There is good management information that is used to best effect across the organisation. We were impressed by the range and depth of information and its application.
- We noted that there is a strong vision and ambition for school improvement which is underpinned with a shared set of principles.

### **Areas for Consideration**

- The vision is clear but could be better understood. You might want to consider articulating it within the council and across partners with a clear set of actions so that each part of the system has an ownership for and an understanding of the part they can play in the journey towards a child-centred borough and the aspiration for outstanding.
- The Leadership Team invests in greater engagement with schools to enable them to be a more effective partners in early help. The DCS has attended head teacher meetings, to co-produce a definition of their key role in contributing to better outcomes for children but a greater visibility across the leadership team could enhance existing dialogue with schools and their role in early help activity in particular.
- There should be a more systematic capture of children's voice at all levels. Good work exists but needs building into a coordinated and coherent approach which includes collective learning as well as that specific to aspects of service.
- The capacity and capability of senior managers and heads of service could be better utilised working in a more integrated way. An initial step towards this might be meetings of managers to reflect on how they might best work across the boundaries of their individual portfolios to secure a collective and coherent contribution towards Rotherham's vision for children.
- As a next phase of improvement, consider the development of managers as coaches. This would help to facilitate the intention to move from compliance to compliance and quality.
- Consider how commissioning for children reflects the inclusive approach demonstrated by leaders and think about ways in which commissioning plans might be co-produced to ensure intentions are broadly informed and broadly owned.
- Consider DLT visibility across all teams. There has been an understandable focus of attention on social work teams, with high levels of leadership visibility. This has been valued by social workers and their managers and now could be replicated across a broader range of teams and activities.
- Future plans major on social worker recruitment and retention and partnership working – which we recognise as key and appropriate priorities. Alongside these priorities you might also consider giving attention to early help/inclusion and SEND.

### **3.4 Quality and Effectiveness of Practice**

#### **Strengths**

- The development of a multi-agency MASH and a refined duty system have provided you with more robust, front door arrangements, which model a multi-agency approach to the safeguarding of children.
- Caseloads are manageable, which removes one of the key barriers to providing social workers the opportunity to develop quality practice. The new case audit process, auditors and system is welcomed. 'Beyond auditing', in particular, which is just starting to gain traction, is demonstration of a commitment to focusing on quality practice.
- There is good engagement in the collection, dissemination and analysis of performance information leading to a sound understanding of performance.
- Team leaders, in their conversations with us, reported increased service user confidence. Partners reinforced this.
- There is a line of sight to frontline practice. The DCS does safeguarding visits to teams; he is involved in auditing cases, he observes practice and listens to children.

## Areas for Consideration

- The current audit tool is providing valuable information, and alongside the 'beyond auditing' tool they provide a picture of case work with children and families. Consideration needs to be given to how these two processes/documents could be brought together to bring greater coherence and clarity to the auditing framework. You need to consider how to close the loop on corrective actions from audits to ensure that there is a close monitoring of follow up. (This point was raised as part of the peer challenge process and we noted immediate action).
- Processes need to be established to secure systematic feedback on the impact of practice and for actions to be checked.
- You may wish to consider whether the wide range of specialised teams has led to too many points of transition for children and potential de-skilling.
- Consider how you can ensure that staff understand the requirements of practice standards. For example, some staff we met were under the impression that it was a requirement to have high -frequency contact with all LAC children.
- Consider how to secure systems-wide understanding within CYP: roles, capacity and interface. Some mapping of this and then work between and across teams and partners could enable you to check the coherence of the system and develop a broader understanding and ownership of it across participants so that they are able to use the system to best effect.

## 3.5 Effectiveness of Partnerships

### Strengths

- A police and health commitment to joint activity and joint funded posts and multi-agency teams are examples of a partner commitment to the children's services agenda.
- The Parents and Carers Forum makes a positive difference in terms of voice for parents.
- Representatives of the voluntary sector report being well-represented in key structures such as the Children's Partnership. We noted plans for the local authority to further explore its partnership with the voluntary sector, to be stimulated through an innovative 'speed dating' session involving staff at the most senior level.
- Section 11 audit processes are in place and improving, with the active engagement of partners, including the voluntary sector.
- The Community Safety partnership is a good example of a strategic group with a clear understanding of linkages to the children's agenda and the added value they can bring through a focus on Youth Offending, CSE and location intelligence and activity.

### Areas for Consideration

- We heard , and we would agree, that there needs to be a focus of energy on securing school (and other partner) 'buy in' to the councils ambitions for children. The imminent publication of an updated Children's Plan, with a clearly articulated vision for children could be the basis for a series of focused partner conversations about how to secure, capture and develop their interaction with and contribution to a broader vision.
- We heard that the engagement of Health (Health Visitors and School Nurses in particular), and others in Early Help Assessments is low (health engagement reported as 0%). The reasons for this need to be understood and addressed in partnership
- Consider how to ensure partnership engagement and representation with key processes and decision making, i.e. strategy discussions and meetings.

### **3.6 Resource Management**

#### **Strengths**

- There has been significant corporate investment in children's services in recognition that turnaround requires it. This has included an investment in staffing (early help and social workers in particular) and in systems (Liquidlogic being a significant example).
- The extensive audit programme has benefitted from dedicated resources.
- Long-standing RMBC funding for voluntary sector infrastructure is a demonstration of commitment and is recognised as such by the voluntary sector.
- The voluntary sector can demonstrate financial leverage (My Place for example) and those representatives we met are keen to be engaged as partners in developing and implementing activity which leads to better outcomes for children
- The local commissioning of foster carer placements is enabling a child-centred vision and will also lead to more cost-efficient fostering system.
- Clear plans are in place for improving commissioning in children's services, led by a jointly funded senior post. These plans include an imminent commissioning programme for Health Visitors, School Nursing and the Family Nurse Partnership, which could be the opportunity to further engage these key professional groups in the early help agenda.

#### **Areas for Consideration**

- Consider the potential to increase the range of joint funding with partners. Although we noted several jointly funded activities, there is more to be done to develop partner recognition of the mutual benefit of co-funding and then to secure their financial commitment.
- Give attention to the sufficiency of local places for children in care, so that children can be closer to their home communities wherever possible and so that you can reduce the need for the high costs of intervention and placements associated with out of Borough placements.
- Continue to recognise and understand the cost of intervention, which includes the supplementary resourcing required to re-build resilient systems, processes and services but also the resource required to respond to the machinery of scrutiny.

### **3.7 Workforce**

#### **Strengths**

- In our conversations with managers and practitioners, it was consistently reported that the training offer is good and has been well received.
- We heard that staff goodwill is high, with a passion for Rotherham's children. We met people who were passionate and committed and who cared about the jobs they were doing and the children and the families they supported.
- There is a recognition at the most senior level about the importance of celebration to mark examples of progress in a system that still has a long way to go.
- Best practice is being showcased ('bring and share') which, as well as being a powerful means of dissemination, prompting adaptation and replication. It is building a sense of pride, optimism and self-worth.
- Morale is reported to be improving, supported by the tangible signs of improved systems, outputs, a new, more visible and well-respected leadership team, and the move towards permanent post holders in key roles, which is seen as a positive.
- Staff reported managers providing challenge and support.

### Areas for Consideration

- In specific pockets of service (LAC/Team managers) staff perceive too many agency staff and you need to consider how you will respond to this.
- The workforce strategy is in draft. You should consider its imminent implementation and dissemination to staff.
- Consider paying particular attention to staff well-being as they manage the pressures of their roles and the inevitable scrutiny of intervention. You may also wish to think about further ways in which you could provide appropriate support to staff. (The celebration and sharing of practice provide examples of actions you have already taken).
- Consider investment in building teams and integrated working within the directorate and across the council. You might perhaps consider a forum for team leaders to discuss and facilitate joint working, leading to more integrated working in children's services. It is important that all teams across CYPS understand role and capacity and how they work together to achieve the vision and improve practice further.
- Early help colleagues need to have the confidence to manage risk well, and training activity might usefully be focussed on this area.
- Supervision practice could be developed to focus on quality as well as compliance.

## 4. Next Steps

You and your colleagues will now want to consider how you incorporate the team's findings into your improvement plans. We hope that you find our reflections helpful.

It is important that this letter describes accurately what we have observed and analysed and that it provides you with an appropriate summary to facilitate change. If this letter contains any factual inaccuracies, please do not hesitate to contact me and amendments will be made as appropriate. If you have any concerns or comments about the analysis or recommendations, do not hesitate to contact me in the first instance. If we are unable to resolve any issues, there is a mechanism for escalating concerns, which would normally be to the Chair of the SLI Executive group. A sub group of the SLI Executive will consider any concerns you may have.

Once again, thank you for agreeing to receive a Peer Challenge and to everyone involved for their participation.

Yours sincerely



Denise Hyde  
LEAD for Peer Challenge in Rotherham

## **Rotherham MBC report on progress towards the 7 Children & Young People's Services improvement tests**

**4<sup>th</sup> August 2016**

### **Introduction**

This is the Council's first report on progress towards the 7 tests set by the Children and Young People's Commissioner in March 2016. The Council recognises the importance of these tests in demonstrating a whole Council approach to the improvement of Children and Young People's Services at both a political and managerial level and that it is only through embedding a corporate response to improvement that this will become sustainable.

The Council's Cabinet and Senior Leadership Team are committed to taking forward the key actions detailed in the enclosed tables, which set out progress against the 7 tests alongside evidence from a comprehensive data set. A monthly review of progress is undertaken along with reporting to Commissioners at set points in the year.

### **Current Progress**

There has been significant progress since March in developing a corporate approach to Children and Young People's Services improvement with Cabinet Members and the new Strategic Leadership Team taking leadership responsibility for progressing priorities. All Cabinet Members and Senior Leadership Team members are demonstrating their individual and collective commitment and there are clear plans in place which are subject to regular review. It is, however, too soon to demonstrate outcomes, particularly where these relate to demonstrating cultural change or significant progress in achieving outcomes.

## Well-functioning corporate services

Lead Officer – Shokat Lal / Judith Badger / Dermot Pearson

### Commissioner Test 1

*“Well-functioning corporate services which prioritise children’s social care and deliver effective financial, human resources and infrastructure support. It is critical that the corporate leadership is well engaged with the issues within Children and Young People’s Services and provides effective support and challenge. I have outlined the risk that energy and resources will lean towards services already handed back at the expense of the prioritisation on children’s social care services, but it is clear to me that improvement will not be sustainable without high quality human resources, financial, legal and infrastructure support.”*

### The Current Position

The Council is committed to achieving the outcomes within the Children’s Improvement Plan which is evidenced by the focus of both Members and officers at Cabinet, Council, Scrutiny and through the managerial structures of the Senior Leadership Team and the M3 (middle) management cohort.

Advisory Cabinet have made well-functioning corporate services, which prioritise children’s social care and deliver effective financial, human resources (HR) and infrastructure support, a key priority for the new Strategic Leadership Team.

Each of the new Strategic Leadership Team have specific actions they are driving to demonstrate effective corporate support across the disciplines of finance, HR, legal and infrastructure, which is reported to their Advisory Cabinet Member.

The Advisory Cabinet and Strategic Leadership Team have proactively embraced their responsibilities and are reviewing progress collectively, with the next report to the Children’s Improvement Board in September.

With regard to specific responsibilities:

**A) Human Resources** the Assistant Chief Executive is providing support in relation to the key priorities of recruitment and workforce strategy. There is a newly appointed resourcing team which continues to make good progress in enabling the service to recruit an increasing percentage of permanent staff. The number of agency staff is now in line with national averages and the workforce strategy progressing on schedule. There is a focus on HR and children’s services working together to enhance



establishment control; effectively manage disciplinary processes and grievances; implement more robust governance arrangements for DBS (Disclosure and Barring Service) checks; and facilitate service transformation through organisational development. A performance scorecard has been developed to improve performance information, which will be subject to corporate review and supplement the information already provided to the Children's Improvement Board. The HR Service is now led by a very experienced interim HR manager who is prioritising support to Children and Young People's Services as part of embedding good practice; and the Assistant Chief Executive has commissioned an independent review of the HR function by the Local Government Employers organisation. This review will report shortly and there is a commitment to implementing its recommendations to provide a sustainable model of high quality human resources.

**B) Finance:** The Council has invested in increased strategic financial resources and since arrival the new Strategic Director for Finance and Customer Services (Section 151 Officer) has worked with the Director of Children and Young People's Services to recruit to a new senior post. This senior finance post reports directly to the Strategic Director for Finance and Customer Services for professional and technical guidance whilst working within the Children and Young People's Services directorate as part of the management team, providing dedicated support to the strategic director.

This senior finance post is leading the service's financial modelling and predictive analytical work. Submission of a medium term financial strategy for Children and Young People's Services to Cabinet in the autumn is an immediate priority and the Council has committed to drawing down additional funding for evidence based approaches which aim to improve the quality of services and achieve a reduction in demand in the medium to longer term. Engagement with Commissioners, Members and officers will take place over the coming weeks on the funding proposals, with the Cabinet report being subject to cross party scrutiny prior to Cabinet at pre-decision scrutiny. A performance system is being developed to track the impact of the proposed investment, which will be reported to the Children's Improvement Board and Cabinet. The Children and Young People's Services Medium Term Financial Strategy will be incorporated into the Council's broader Medium Term Financial Strategy to demonstrate a corporate rather than directorate response to the funding challenges.

The Section 151 Officer is organising training and support for operational budget holders to ensure appropriate ownership, skills and knowledge are embedded at all levels, connecting financial projections and service activity to facilitate more robust financial projections.

**C) Legal:** The new Head of Legal Services has prioritised an external review of the Legal Service Child Protection Team. The Head of Legal Services has scoped this review with input from the Strategic Director of Children and Young People's Services, and improvement practice partners from Lincolnshire commenced the review in July. The review will be cognisant of the information from CAFCASS (Children and Family Court Advisory and Support Service) nationally, which states care proceedings

have increased by 14% in 2015/2016, and the local context of higher demands with a 30% increase in proceedings when compared with last year. The review will identify areas of strength to be built upon, whilst addressing capacity and skills and areas of improvement. There is a political and managerial commitment to address recommendations from the review and these will form part of the Children and Young People’s Services Medium Term Financial Strategy.

**D) Infrastructure Support:** The new Strategic Director for Regeneration and Environment is working with the Director for Children and Young People’s Services on the development of an accommodation strategy for Children and Young People’s Services that supports an effective working environment and the overall transformation journey. This includes proposals to co-locate services with partners where this will improve services and provide a better working environment for staff. The plans will include consultation with partners to embed inclusive ways of working.

The Chief Executive has also led the development of a new corporate safeguarding policy for vulnerable adults and children, covering all Council services. This policy was approved at Council by all Members on 13th July and was subject to pre-decision scrutiny before this. It is important to note that the Leader of the Council and the leader of the opposition endorsed a recommendation from the pre-decision scrutiny meeting that all Members should participate in corporate safeguarding training. The Chief Executive chairs a corporate safeguarding group to set the expectation of ownership and accountability of all staff with regard to safeguarding and co-ordinates the Council-wide response to the corporate Section 11 audit that was undertaken in 2015. The Chief Executive has made a commitment to undertake a further independent Section 11 audit within 12 months to assess progress. The Chief Executive meets with the Children’s Social Care Commissioner and practice partner on a regular basis to drive a corporate response to achieving the outcomes for children and young people.

Significant progress has been made by the new Strategic Leadership Team in developing well-functioning corporate services, with evidence of a greater shared understanding of key issues and clear actions in place to drive progress and corporate ownership. Whilst the positive engagement of senior leaders demonstrates an important change, the progress and impact of actions is yet to be evidenced given their recent appointments. The Strategic Leadership Team’s monthly reports to the Children’s Improvement Board will be used to provide evidence of progress and impact.

The Measures :	Target	Baseline	April	May	June
<b>Human Resources</b>					
<ul style="list-style-type: none"> <li>Number and % of eligible CYPS social care staff with up-to-date DBS checks (quarterly)</li> </ul>	<b>100%</b>		503 (99.8%)		

• Council-wide DBS checks that have expired prior to 3 year renewal ( quarterly - 6 month baseline) (risk assessments are in place for these)	<b>0</b>		4		
• CYPS personal development review (PDR) completion rate	<b>95%</b>	3%	12%	13%	91%
• CYPS sickness absence rate (days) (annual projection based on performance to date)	<b>9.2</b>	10.67	12.3	11.73	11.97
• CYPS employee turnover rate (all leaving reasons last 12 months)	<b>11%</b>	10.55%	10.74%	10.77%	11.53%
• CYPS change FTE (overall change in time FTE (starters, leavers, contract changes))		6.43	-11.79	1.71	-17.65
• Number of CYPS grievance cases					
○ Open		8	11	13	13
○ Closed		19	4	7	6
• Number of CYPS disciplinary cases					
○ Open		15	13	17	17
○ Closed		56	5	9	11
○ Number of CYPS capability cases					
○ Open		2	2	2	2
○ Closed		11	0	0	0
○ Number of CYPS suspensions					
○ Open		9	5	6	4
○ Closed		28	4	4	7
Note: CYPS Directorate Leadership Team (DLT) receive monthly detailed information about the 4 measures above which will in future be RAG rated in relation to length of time and complexity					
• Development of a supervision tracker ( either a standalone system or linked with Liquid Logic)		No	In progress	In progress	In progress (Sept 2016)
<b>Corporate Finance</b>					
• Development of the CYPS MTFS		In progress	In progress	In progress (Sept 2016)	In progress (Sept 2016)

Number of staff trained on the financial reporting system out of: Budget managers 11 Budget holders 34 Budget operators 59 Total 104 Note: some staff do not require training as they have used the system proficiently for a number of years Note: this will be updated August 2016	<b>100%</b> (of those who require the training)		0	34	38
<ul style="list-style-type: none"> <li>Development of the first stage of a predictive analytics model, working with either social finance or in house systems</li> </ul>				In progress (Sept to Dec 2016)	In progress (Sept to Dec 2016)
<ul style="list-style-type: none"> <li>Production of accurate, analytical financial reports to DLT</li> </ul>				In progress (July 2016)	In progress (July 2016)
<ul style="list-style-type: none"> <li>Joint development of cabinet reports with 3 days to approve final report</li> </ul>	<b>3 working days</b>			In progress (July 2016)	In progress (July 2016)
<b>Legal Services</b>					
<ul style="list-style-type: none"> <li>The average length of care proceedings (quarterly)</li> </ul>	<b>26 weeks</b>	27.3 weeks			
<ul style="list-style-type: none"> <li>Percentage of all care proceedings completed within 26 weeks (quarterly)</li> </ul>	<b>85%</b>	71.1%			
<ul style="list-style-type: none"> <li>Issue care proceedings (on notice) within 3 clear working days of receipt of instructions/supporting documents (quarterly)</li> </ul>	<b>95%</b>	95.93%			
<ul style="list-style-type: none"> <li>Issue EPO applications within 1 hour of receipt of instructions/supporting documents (quarterly)</li> </ul>	<b>90%</b>	80%			
<ul style="list-style-type: none"> <li>Check and file/serve (or advise on required amendments) statements / documents within 3 clear working days of receipt (quarterly)</li> </ul>	<b>95%</b>	91.01%			
<ul style="list-style-type: none"> <li>Issue outcome memos within 2 clear working days of the legal gateway planning meeting (LGPM) (target 80%) (quarterly)</li> </ul>	<b>90%</b>	85.18%			

<ul style="list-style-type: none"> <li>Attend and provide legal advice at all LGPMs, pre-proceedings meetings and borough MASP / PLO proceedings panel meetings (quarterly)</li> </ul>	<b>100%</b>	95.28%			
<b>Legal metrics relating to public law outline and care proceedings (to help describe demand and capacity to respond)</b>					
<ul style="list-style-type: none"> <li>Number of LGPMs <ul style="list-style-type: none"> <li>Per family</li> <li>Per child</li> </ul> </li> </ul>			20 29	22 45	27 42
<ul style="list-style-type: none"> <li>Number progressed to pre-proceedings <ul style="list-style-type: none"> <li>Per family</li> <li>Per child</li> </ul> </li> </ul>			9 18	4 7	16 23
<ul style="list-style-type: none"> <li>Number of care applications issued at court</li> </ul>			10	9	11
<ul style="list-style-type: none"> <li>Number of interim orders obtained (per child)</li> </ul>			6	15	12
<ul style="list-style-type: none"> <li>Number of final hearings <ul style="list-style-type: none"> <li>Per family</li> <li>Per child</li> </ul> </li> </ul>			10 10	10 25	8 4
<ul style="list-style-type: none"> <li>Number of final orders obtained (per child in terms of family based orders and LA orders)</li> </ul>			9	23	2(Family) 9(LA)
<b>General</b>					
<ul style="list-style-type: none"> <li>Development of a corporate safeguarding policy</li> </ul>		In progress	In progress	In progress (July 2016)	Policy approved at Council 13/07/16
<ul style="list-style-type: none"> <li>% CYPS complaints handled in time</li> </ul>	<b>100%</b>	100%	96%	100%	89%

## Stable and capable leadership

Lead Officer – Ian Thomas

### Commissioner Test 2

*“**Stable and capable leadership** at both a Member and officer level. There are all-out elections in May and the Labour Group has indicated that if it returns to administration the Cabinet will remain largely as is, allowing the continued development of the existing members. If that is not the case, then there is the wider consideration of developing the necessary skills and experience of the new councillors. Cabinet meetings are now being held in public, so over the next few months it will be a measure of readiness to see how well portfolio holders manage their new responsibilities. A permanent senior management team in the Council has been appointed and the children’s directorate now has the benefit of a permanent departmental leadership down to heads of service. By September, I would expect to see much less reliance on temporary managers at that level.”*

### The Current Position

Following the local elections, the Labour Group retained control of the Council and honoured the commitment to provide stability of leadership for Children and Young People’s Services with the Leader retaining tackling CSE within his portfolio and the Deputy Leader remaining as the Cabinet Advisory Member for Children and Young People’s Services. With the appointment of a new Children’s Social Care Commissioner, the Leader and Deputy Leader have actively engaged in developing an effective working relationship with the new Commissioner. Progress in achieving improvements in Children and Young People’s Services continues to be demonstrated, which is testament to the positive engagement of the new Commissioner, Leader and Deputy Leader.

The continued increase in political leadership is evidenced by the number of significant decisions taken by the Commissioner at Cabinet with the engagement of the Deputy Leader and support of Advisory Cabinet. This political leadership has also been demonstrated by the Deputy Leader’s visits to front line services and his engagement with young people and staff, ensuring shared commitment in the development of proposals and improving his understanding of their impact.

The Leader continues to champion and scrutinise the multi-agency activity to tackle CSE with the development of ReachOut, a major preventative CSE project delivered by Barnardo’s which has made an immediate impact in raising awareness of the dangers of CSE across all communities; the opening of the new multi- agency Evolve Centre; and regular engagement with the National Crime Agency (NCA), South Yorkshire Police and Council staff. Around 500 people affected by abuse and exploitation have been able to access these new services and there is growing positive feedback from those accessing them. The Leader sends regular

updates to all Members on the progress in tackling CSE.

With regard to the engagement of all Members in driving forward the Children's Improvement Plan, sessions are being programmed from September by the Commissioner and Deputy Leader as well as a Member working group to develop the child-centred borough strategy.

Excellent progress has been made in filling senior leadership posts across the Council. In CYPS, all senior vacancies are filled with the exception of two where highly skilled interim staff are currently retained. There is a challenge in recruiting to team manager positions within social care, where the agency rate is 47% (although down from 50%). These roles are very difficult to fill nationally; however, with a growing reputation for improvement it is hoped that the service will increase the complement of permanent team managers by effecting targeted specialist recruitment activity and developing a 'grow your own' culture in Rotherham. Three permanent team managers were appointed in May, all with start dates in July and August. In June and July a further three appointments were made from internal candidates (who have been acting team managers).

It is heartening that in moving towards a more permanent structure, the Council has been able to attract high quality professionals from Oxfordshire, Derbyshire, Lincolnshire, Doncaster, Barnsley, Calderdale and Wakefield. Colleagues from these areas are complementing existing Rotherham talent and receiving development support as part of the aforementioned 'grow your own' culture.

A proposal is being developed for the Council's staffing committee regarding recruitment to team manager positions and recruitment and retention of social work staff. In addition, options are being developed for a specific team management programme and the potential for utilising the University of Sheffield management development programme to support this. Discussions are also underway with Research in Practice to ensure that effective, evidence-based research is available for leaders as part of the workforce strategy.

The recent Ofsted improvement visit focusing on leadership, management and governance (LMG) was complimentary about the quality of leaders in CYPS. Key areas of feedback praised the accessibility and visibility of the strategic director, and staff interviewed stated that they felt supported by management. The DCS will build on this by ensuring that staff have had a personal development review and access to a range of training, coaching and mentoring support. A total of 92% of CYPS staff had a PDR in place in 2015/2016 and work has been undertaken to deliver improved performance to at least 95% for 2016/17.

During the visit, Ofsted inspectors noted improvement at pace but warned that managers, whilst eager to now focus on quality, stated the commitment to compliance will continue to be important. A further peer review of LMG has been completed by colleagues from North Lincolnshire and Calderdale and, again, many strengths were identified as well as areas for development, which will now

be incorporated into the improvement plan. Both the Ofsted Improvement Letter (appendix 2) and Peer Review feedback (appendix 3) are appended to this document for reference.

<b>The Measures:</b>	<b>Target</b>	<b>Baseline</b>	<b>April</b>	<b>May</b>	<b>June</b>
<ul style="list-style-type: none"> <li>• % staff turnover at senior level ( CYPS M3 and above) – cumulative</li> </ul>	<b>10%</b>	20 posts	5% (1 leaver)	10% ( 2 leavers)	10% (2 leavers)
<ul style="list-style-type: none"> <li>• Number of <b>CYPS</b> senior management roles which have <b>not</b> been permanently recruited to               <ul style="list-style-type: none"> <li>○ Assistant Director and above - M4 ( 5 posts)</li> <li>○ Service Manager - M3 ( 20 posts)</li> </ul> </li> </ul>	<b>0</b> <b>TBC</b>	0 3	0 2	0 2	0 2
<ul style="list-style-type: none"> <li>• Number of management roles in <b>Social Care</b> which have <b>not</b> been permanently recruited to               <ul style="list-style-type: none"> <li>○ Head of Service and above - M3 (4 posts)</li> <li>○ Service Manager / Operational Manager (11 posts)</li> <li>○ Team Manager ( 38 posts)</li> </ul> </li> </ul>	<b>0</b> <b>TBC</b> <b>TBC</b>	3 9 16	2 8 19	2 8 15	1 5 14
<ul style="list-style-type: none"> <li>• Participation in external peer reviews and Ofsted visits               <ul style="list-style-type: none"> <li>○ Ofsted improvement visits – (MASH, D&amp;A x 2, LMG)</li> <li>○ Ofsted improvement visit – Early Help</li> <li>○ Lincolnshire LAC review -</li> <li>○ Y&amp;H ADCS peer review - LMG</li> </ul> </li> </ul> <p><b>Planned:</b></p> <ul style="list-style-type: none"> <li>○ Y&amp;H ADCS peer review – LAC - October</li> <li>○ OFSTED monitoring visit – LAC - October</li> </ul>		4 ( Aug to Mar)	1	-	1 1



## Continued improvement in the quality and effectiveness of practice

Lead Officer – Mel Meggs

### Commissioner Test 3

*“Continued improvement in the quality and effectiveness of practice, including progress against the actions in the improvement plan and evidence that recommendations from quality assurance, audits and Ofsted improvement visits have been dealt with promptly and effectively. The strategic director has set out a vision for the delivery of outstanding child-centred services through a major transformation programme. I would expect this to be widely understood and embedded by September and progress robustly programme managed.”*

### The Current Position

It is recognised that quality casework takes time to improve. The team is already aware that with only 25% of casework meeting our new high quality standards, there is much work to do. This was corroborated by the practice partner’s peer review of looked after children (children in care), where colleagues from Lincolnshire could not see the child’s voice as a prominent feature across a high number of case files sampled, exemplified further by audit activity reported below.

The first ‘Beyond Auditing’ programme audit took place in the Children in Care (CIC) Service, ending on 13th June 2016. The audit considered between 50 – 60 children’s cases from across the CIC Service, focusing largely on the CIC and Leaving Care teams. By way of overview, the overarching judgements in individual cases ranged between “inadequate” and “requires improvement”. The larger proportion of cases fell in the inadequate range. Moderation of a sample of these cases has taken place, involving the head of service and service managers of the CIC service. The judgements and observations in relation to cases jointly viewed were accepted and operational managers have reported that they recognise the themes. The major thematic outcomes arising from the audit were in relation to:

‘Supervision and Management Oversight’ – though supervision is usually timely, discussions focus very heavily on process rather than outcome / impact for children. Significant decisions take too long to arrive at for some children and also take too long to progress.

‘Working with Children’ – this was the area of the audit where the best practice was evident. Children were being seen and social workers were able to speak with confidence and passion about the children they worked with and their contact with them, though

files did not always reflect this. It was found that improvements are needed in relation to meaningful engagement with children, including how children are helped to understand and make sense of their history, current care and future plans.

‘Working with Families’ – there was evidence that the birth families of some children in care were not worked with consistently. As a direct result of the latest round of Beyond Auditing, the outcomes were discussed with staff at the whole service event in June.

An action plan is currently being developed which largely focusses on ensuring that team managers are equipped to help social workers find solutions to their own practice issues, which would be in the format of a basic practice refresh supported by restorative practice / coaching input. The service uses a range of means to communicate, engage and reinforce the vision for improvement, including:

- Whole service events
- Talk back sessions
- Team briefings
- Team meeting structures
- Post audit coaching and mentoring

The Beyond Auditing approach continues to be well received by frontline workers and this is complemented by the visibility of senior leaders. As an example, the strategic director has visited the Practitioner Board chaired by the principal social worker and the debate was about quality of practice and the conditions required for such quality to be delivered with consistency and, pleasingly, an unrelenting focus on outcomes for children and young people. The DCS is also involved in the auditing assurance programme and the process of assurance regarding completed actions following inadequate case findings is being finalised.

The drive for improved quality of practice will necessitate investment in evidenced-based approaches such as ‘systemic therapy’, ‘strengthening families’, ‘restorative practice’ and embedding ‘outcome based accountability’ principles. Business cases are being developed as necessary to ensure the funding is in place for these essential developments as part of the Children and Young People’s Services MTFs. At some point in the future, as the service becomes more confident in the quality of work purveyed, social pedagogical approaches may be introduced as a conceptual framework.

The vision for delivering outstanding child-centred services is widely understood by the workforce (evidenced at the leadership & management peer review June 2016). However, this is yet to be translated consistently into the quality of practice required. The transformation programme is progressing the key developments that will support the shift from vision to practice, including:

- Introduction of a new case management system (on target for implementation October 2016)

- Introduction of an operating model and retraining the social work workforce (commencing September 2016)
- Introduction of proportionate management oversight into the system (residential panel, public law outline panel, step down panel)
- Management development programme (October 2016)

The totality of these activities will ensure that widespread practice improvement is achieved within the coming months.

<b>The Measures:</b>	<b>Target</b>	<b>Baseline ( March 2016)</b>	<b>April</b>	<b>May</b>	<b>June</b>
<b>Sustained improvement across a range of key social care and Early Help performance indicators.</b>					
• Reduction in Children in Need rate (rate per 10K population)	<b>N/A</b>	320	334.1	339.1	354.4
• % children who had a social care concern raised within 12 months of the last concern ending (re-referrals)	<b>April - September 26% October - March 23%</b>	30.6%	30.7%	30.5%	29.9%
• % children who are subject to repeat child protection plans (within 24 months)	<b>4%</b>	4.7%	4.3%	5.0%	6.1%
• Increase in the proportion of children who are cared for in a family based setting	<b>87.5%</b>	84.5%	84.4%	84.7%	84.4%
• Number of CSE referrals	<b>No target - not applicable</b>	200 (full year)	22	18	12
• Number of victims/survivors accessing post abuse support services (new referrals)	<b>No target - not applicable</b>	524 ( full year)	53	21	30
• Reduction in persistent absence rate a) primary school	<b>8.4%</b>	Not yet available new DfE definition (Academic Year)	Not yet available new DfE definition (Academic Year)	Not yet available new DfE definition (Academic Year)	Not yet available new DfE definition (Academic Year) Available September

<ul style="list-style-type: none"> <li>Reduction in persistent absence rate b) secondary school</li> </ul>	<b>13.8%</b>	Not yet available new DfE definition (Academic Year)	Not yet available new DfE definition (Academic Year)	Not yet available new DfE definition (Academic Year)	Not yet available new DfE definition (Academic Year) available September
<ul style="list-style-type: none"> <li>% of children aged 0-5 living in the Rotherham area who are registered with a children's centre (quarterly)</li> </ul>	<b>94%</b>	91.4%			89%
<ul style="list-style-type: none"> <li>The number of families engaging with the Families for Change programme as a percentage of the troubled families target</li> </ul>	<b>100% (882 families by end of March 2017)</b>	100%	7%	16%	24%
<ul style="list-style-type: none"> <li>% of young people aged 16-18 who are not in education, employment or training (NEET)</li> </ul>	<b>4.9%</b>	5.3%	5.3%	5.5%	5.6%
<ul style="list-style-type: none"> <li>Children with up to date plans in place: <ul style="list-style-type: none"> <li>Children in Need (CIN) with up-to-date plans improved from 65.1% in 2014/15 to 98.6% in 2015/16.</li> <li>In month data for up-to-date child protection plans (CPPs) is regularly above 98% and at year end was 100%.</li> </ul> </li> </ul>	<b>90%</b>	98.6%	96.7%	95.5%	94.4%
	<b>95%</b>	100%	99.4%	99.7%	98.5%
<ul style="list-style-type: none"> <li>The performance of Looked After Children (LAC) visits <ul style="list-style-type: none"> <li>national minimum standards</li> <li>local 28 day standards</li> </ul> </li> </ul>	<b>98%</b> <b>90%</b>	98.1% 80.2%	98.4% 78.9%	99.1% 78.8%	96.5% 77.2%
<ul style="list-style-type: none"> <li>Re-referral rate to social care</li> </ul>	<b>23%</b>	27.9%	33.3%	26.5%	27.8%
<ul style="list-style-type: none"> <li>Timeliness of LAC reviews</li> </ul>	<b>95%</b>	99.0%	97%	97%	96.3%
<ul style="list-style-type: none"> <li>The number of looked after children (LAC) who have had three or more placement moves in the year (rolling 12 months)</li> </ul>	<b>10%</b>	11.9%	11.8%	11.8%	10.9%
<ul style="list-style-type: none"> <li>Care leavers who are not yet engaged in education, employment or training</li> </ul>	<b>28%</b>	32.0%	31.1%	32.4%	31.5%
<ul style="list-style-type: none"> <li>Early Help timeliness measures – number of contacts triaged</li> </ul>	<b>100%</b>		89.9%	86.9%	68.5%

within 5 working days					
• Early Help timeliness measures – number of initial contacts made within 3 working days of allocation	<b>75%</b>		16%	31.1%	39%
• Early Help timeliness measures – number and percentage of Early Help assessments completed within 35 working days	<b>100%</b>		68 64.2%	54 77.1%	40 78.4%
• Number of families allocated to Early Help following a step down panel			35	46	32
• Transformational programme board established		Yes	Yes	Yes	Yes
<ul style="list-style-type: none"> <li>6 Draft PIDs in place for all major transformational change projects:</li> </ul> <p><b>Note:</b> Early Help and education &amp; skills <b>not dependant</b> on MTFS investment Children’s social care, LAC sufficiency, SEND and commissioning <b>dependant</b> on MTFS investment</p>	<b>100%</b>	In progress	In progress	In progress (in line with MTFS Sept 16)	In progress (in line with MTFS Sept 16)

## Strong and supportive partnerships

Lead Officers - Nicole Chavaudra

### Commissioner Test 4

***“Strong and supportive partnerships.** My progress report signals a step change in the partnership through better leadership, increased collaboration and improved working practices. Although there is much improvement, partnerships have not been well supported by transparent and rigorous governance and there is now a need to be clear about shared priorities and how they are resourced. The new Children and Young People’s Partnership (children’s trust board arrangements) was re-launched in February 2016 with excellent representation across the system, including young people, and three task and finish groups were established to lead on: development of a children and young people’s plan; embedding Early Help; and the development of a well-performing workforce across the partnership. Over the next six months, the partnership should be delivering against this plan and harnessing resources around a shared agenda. By September, I would want the LSCB and the strategic partnership to be making good progress and this partnership commitment to be evidenced through improved outcomes.”*

### The Current Position

Partnerships continue to strengthen (from a low base) and clear examples include: the Children and Young People’s Partnership; the refreshed Local Safeguarding Children Board and the new Youth Offending Team (YOT) Board. The outcomes secured by more effective partnerships include: development of the MASH; clear objectives for improving children’s outcomes within the health and wellbeing strategy; development of joint commissioning strategy for SEND children and young people; a new multi-agency approach to tackling domestic abuse and its effects; a focus on CSE within the community safety partnership; a commitment to developing the workforce across the children’s system; the development of a new children and young people’s plan; and a stronger response to tackling CSE resulting in more children being protected and more criminals being convicted.

Central to the strengthening of partnership arrangements is the launch of the new Children and Young People’s Partnership. The partnership, which meets bi-monthly, has secured excellent membership, representation and attendance across schools, health, police, voluntary sector, fire service and others. It has also identified its three priority actions, which are: the development of a children and young people’s plan for Rotherham; Early Help; and the development of a multi-agency workforce strategy. A draft children and young people’s plan is in the final stages of development. It will set out the intended outcomes of the partnership’s activity across a series of themed measures, endorsed by partners. As part of the improvement offer from our improvement partners, Lincolnshire County Council, a review of the effectiveness of the partnership is being undertaken.

A workshop facilitated by the Youth Justice Board (YJB) and subsequent Governance guidance (Modern Offending Partnerships) outlining the principles of good YOT governance, resulted in a report to the Children and Young People's Services Departmental Leadership Team (DLT) and the Safer Rotherham Partnership (SRP) recommending that the YOT governance is strengthened, with revised membership, and that it moves from SRP structures to the Children and Young People's Partnership. The new YOT Board met on 10th May.

Colleagues from South Yorkshire Police and the National Probation Service both reported back to the SRP on 13th June 2016 that there had been a notable improvement in the quality and approach of the new YOT board.

The new board is now a sub group of the Children and Young People's Partnership, to which it reports. In accordance with guidance from the Ministry of Justice and Youth Justice Board (Modern Youth Offending Partnerships 2013), there is also a line of sight to the Chief Executive and the chair of the YOT Board. The chair of the board also sits on the SRP Board and feeds back to this meeting.

The board is now made up of senior representatives from:

- Social Care
- South Yorkshire Police
- National Probation Services
- Community safety
- Office of the Police and Crime Commissioner
- Health (The Rotherham NHS Foundation Trust).
- CAMHS
- South Yorkshire Fire Service
- Voluntary Action Rotherham
- Youth Voice
- Representative from schools/colleges

Other members may be co-opted as required.

In addition, there are now stronger links with the Youth Cabinet and LAC Council and CYPS continues to work well with voluntary sector partners. Work with the Parents' Forum in Rotherham is a particular strength, which is due to the passionate and vibrant parents who comprise the forum and the committed team in education and skills. Health partners continue to engage effectively with key developments across all governance arrangements and there is much excitement about the energy Christina Harrison (RDaSH)

has brought in relation to meeting the mental health needs of our most vulnerable children.

Since the last meeting, Assistant Chief Constable Rachel Barber has ensured that the police within the EVOLVE CSE team will move to the new EVOLVE Centre premises which opened on 1st July. Special thanks to Stuart Carr within RMBC Property Services who has done an excellent job in managing this project. The Chief Executive and DCS (director of children's services) have had productive meetings with the Police and Crime Commissioner and senior police colleagues, which will prove critical in ensuring that the partnership is geared up for increasing demands over the next few years as the NCA's Operation Stovewood investigation gathers pace. To ensure the success of this operation, the council has led on the development of a Fusion bid to ensure there is a corporate and multi-agency response in supporting witnesses through the criminal justice system and protecting more children who may be at risk as an increasing number of perpetrators of child abuse are identified. The Council, South Yorkshire Police and NCA are also working collaboratively on maintaining a senior officer, jointly appointed as a 'critical friend', who will work across agencies to ensure efficacy of response.

The main area for further development is how partners contribute to the Early Help agenda. The new approach to Early Help in Rotherham is in relative infancy and, whilst rapid process has been made, as a collective much more can be done to ensure families get access to the right support at the right time. Research has shown that engagement with the family is least likely to be successful with a social worker, especially at the early stages of concern. Quite often other professionals, deemed to be less threatening, can have a much better impact on family, which could be a health visitor, school nurse, teacher or another member of school pastoral staff. It is disappointing that of around 400 Early Help assessments completed since January, only 0.68% have been completed by school-based staff with none led by health colleagues. Therefore, as CYPS enters the next phase of improvement, getting the engagement of partners in Early Help will be a key priority. The DCS is engaging with health partners to identify key actions that can support stronger engagement of community-based health services within Early Help.

The LSCB independent chair has now established links with the other key partnership boards in the borough. There is an increasing level of commitment and transparency between partner organisations, which has led to better quality assurance arrangements through reviews and audits of frontline practice. Work has been initiated between the LSCB and the SAB (Safeguarding Adults Board) around joint priorities impacting on outcomes for families. The Section 11 audit process of organisational safeguarding arrangements has engaged partners and provided opportunities to share learning.



<b>The Measures:</b>	<b>Target</b>	<b>Baseline</b>	<b>April</b>	<b>May</b>	<b>June</b>
<ul style="list-style-type: none"> <li>Joint SEND commissioning strategy approved by the Children and Young People's Partnership and the Health and Wellbeing Board.</li> </ul>			In progress	In progress (Sept 2016)	In progress (Sept 2016)
<ul style="list-style-type: none"> <li>Rotherham Children and Young People's Plan 2016 to 2019 agreed by the partnership.</li> </ul>			In progress	In progress (July 2016)	In progress (Sep 2016) Plan agreed at the Partnership Board in July with additional outcomes to be added. To be re-submitted to board in Sep.
<ul style="list-style-type: none"> <li>Working towards pooled budget arrangements with CCG.</li> </ul>			In progress	In progress (March 2017)	In progress (March 2017)
<ul style="list-style-type: none"> <li>Newly commissioned post-abuse support services to be in place for 1st July</li> </ul>			Preparation of Cabinet report	Cabinet decision (July 2016)	Contract awards undertaken
<ul style="list-style-type: none"> <li>Young inspectors programme in place</li> </ul>		Yes	Yes	Yes	Yes
<ul style="list-style-type: none"> <li>YOT Board governance arrangements in place</li> </ul>		In progress	Yes	Yes	Yes
<ul style="list-style-type: none"> <li>Parents' Forum in place</li> </ul>		Yes	Yes	Yes	Yes
<ul style="list-style-type: none"> <li>Early Help steering group established to ensure multi-agency support to deliver early intervention</li> </ul>		No	No	Meeting re-scheduled from 21/06/2016)	In progress (1 <sup>st</sup> meeting re-scheduled to 09/08/2016)
<ul style="list-style-type: none"> <li>Number of Early Help assessments completed by other agencies</li> </ul>		Jan to March 13/209 6%	-	-	April to June 10/231 4%
<ul style="list-style-type: none"> <li>Youth Cabinet actively engaged in service developments</li> </ul>		Yes	Yes	Yes	Yes

• Child-centred borough working group established			In Progress	In Progress (Sept 2016)	In Progress (Sept 2016)
• Number of LSCB multi-agency audits / review undertaken			3	2	2
• Council's submission of Section 11 audit submitted to LSCB – to be refreshed in January 2016					
• CAMHS partnership agreement in place			In Progress	Yes	Yes
• Representation of CYPS at all strategic boards			Yes	Yes	Yes
• Participation in MASH by all required partners CCG, TRFT, RDASH Early Help Police Education  Probation (virtual link) Housing & safer neighbourhood teams (virtual link)			YES YES YES YES (0.5)  Discussions to secure physical presence	YES YES YES YES (0.5)  Discussions to secure physical presence	YES YES YES YES (1.0)  Discussions to secure physical presence
• Terms of reference in place for all strategic boards		Yes	Yes	Yes	Yes
• Reach Out Board (governance arrangements for the Barnardo's provision) launched			In progress (June 2016)	In progress (June 2016)	Yes First meeting took place 14/06/2016
<b>Reach Out specific performance measures ( since 1<sup>st</sup> January)</b>					
• Number of individual young people engaged with			-	-	113
• Number of schools preventative CSE training delivered to					28
• Number of individual young people attending above (Y6 and Y8)					705

## Robust financial management

Lead Officer – Ian Thomas

### Commissioner Test 5

*“**Robust financial management.** As I have indicated, the budget set for 2016/17 is unlikely to meet the forecast demands. The Strategic Director has led on the production of a medium term financial strategy which will both drive more cost effective practices through service transformation and deliver savings over the lifetime of the plan. To support him and his management team, he will need senior financial capacity with the right skills and experience to undertake the necessary financial modelling. This has been agreed in principle, but it will take some time before the benefits of better resource management and more effective commissioning begin to be evidenced in the bottom line.”*

### The current position:

The DCS has always been clear that he has inherited a high cost service due to a historical lack of strategic planning and poor, undeveloped commissioning. Managers leading the complex array of Children and Young People’s Services need access to high level strategic financial support which is now in place. RMBC suffers from poor contributions from schools and health agencies when compared to other areas as a result of a combination of underdeveloped partnerships and a lack of strategic, technical financial advice and support. The unwavering ambition is to shift from “high-cost, low-quality” to “low-cost, high-quality”, but this will take some time to achieve.

The DCS is confident that the ‘star chamber’ process, devised in conjunction with the practice partners (Lincolnshire) will identify some quick wins and challenge the ambitious assumptions being made regarding medium term savings, leading to the production of a robust medium term financial strategy (MTFS). Any savings brought forward will be welcomed where there is no detrimental impact on the improvement journey out of intervention. A detailed report on any continuing investment required over the next three years and the mechanism for drawing down funds linked to transformation will be considered by Commissioners and Cabinet Members in September. The Leader, Deputy Leader, Commissioner, Chief Executive, Strategic Director for Children and Young People’s Services, Strategic Director for Finance & Customer Services and practice partner will actively review together the development of the MTFS on a regular basis between now and September.

The service has developed more robust governance with much better oversight over resources management, which is a key strand within the CYPs transformation programme. The team works hard to: mitigate demand and cost pressures by reviewing expensive placements; gate-keep care planning decisions; exercise vacancy control; and maintain a moratorium on ‘non-essential’ spend. This, more robust, approach has already resulted in better value for money with a reduction of at least £800k in staffing cost and

£300k in reduced LAC placement cost (2%). This is early success and it is envisaged that, with the right technical support and implementation of the sufficiency strategy, more significant financial gains can be achieved.

Whilst significant efforts are being made to manage demand as set out above, some interventions to reduce demand require investment and will be contained within the MTFs. These interventions include more family-based placements and edge of care response and ‘strengthening families’ approaches. Any implementation will see the tracking of investment and outcomes to identify the impact on reducing demand. As part of the further development of the MTFs any emerging pressures which were not anticipated when developing the budget proposals will be identified. There is currently anticipated to be around £430,000 of such pressures, including: continuing provision of post abuse support (including transitional arrangements for novation to new contracts); HR resource to improve the recruitment strategy referred to above; and £250k slippage against the £1m savings target linked to the closure of residential care homes (subject to consultation).

<b>The Measures:</b>	<b>Target</b>	<b>Baseline</b>	<b>April</b>	<b>May</b>	<b>June</b>
• % budget returns completed on time	<b>100%</b>		Not recorded	85%	95%
• Number and costs of additional capacity interims in leadership posts (Number and Cost)	<b>0</b>		12 £154,784	11.5 £ 148,064	11.5 £ 148,064
• Reduction in costs linked to commissioned social care placements		12.9m		12.7m (-200k)	13.5m (+355k)
• Reduction in number of LAC within commissioned out of borough residential placements		188	196 (+8)	196 (+0)	200 (+4)
• Progress in achieving savings within CYPS (in year) against the CYPS MTFs ( 2016/17)			In progress	In progress (March 2017)	In progress (March 2017)
• Close the gap between predicted and actual spend (% variance)	<b>0%</b>		Not recorded	11.6%	11.8%
• Moratorium – vacancy control – number of vacancies considered by DLT			13 (5 approved)	25 (14 approved)	19 (12 approved)
• Development of the first stage of a predictive analytics model		No	In progress (Sept to Dec)	In progress (Sept to Dec)	In progress (Sept to Dec)
• Troubled Families attachment fees (16/17) signed off				Yes	Yes

## **A compelling strategy for the workforce**

Lead Officers – Linda Harper / Nicole Chavaudra

### **Commissioner Test 6**

**“A compelling strategy for the workforce** which has delivered a settled structure for children’s social care, more permanent social care staff in post, nearing national averages, and a return to only using interim staff as a means of upskilling or supplementing - when necessary - the permanent staffing establishment. I would expect to see in place comprehensive professional development for staff at all levels supporting effective practice and staff retention.”

### **The current position:**

A workforce strategy and implementation plan is in place, which focuses on the following priorities for the Children and Young People’s Services workforce:

- A full complement of managers;
- Establishment vacancies filled by experienced social workers;
- Support from an effective recruitment partner to attract and retain workers;
- A high quality induction;
- A fit for purpose business support structure;
- Embedding of a learning culture;
- Systems in place for reviewing the quality of frontline practice;
- Auditing practice;
- Development of the South Yorkshire Teaching Partnership and advanced practitioner framework;
- Development of an excellence institute with a local university;
- Manageable caseloads;
- High quality supervision;
- Evidence-based practice and training;
- Access to performance information to inform practice; and
- Excellent work environments.

The strategy is overseen by a working group, coordinated as part of the children's transformation programme. The strategy group builds on previous successes of the workforce strategy which included a new pay structure for social workers, a re-structure and reduced caseloads. This group oversees current priorities which include: recruitment of social workers; social care statistics (posts, agency numbers, recruitment campaign performance information, supervisions/ PDR data etc.); continuous professional development (CPD) and training for social workers (including the advanced practitioner framework with the University of Sheffield); induction; accommodation; and overall implementation of the action plan. The group brings together HR, operational officers, principal social worker, performance officers, training commissioners and business support staff to collate insights from across the business, including from the Practitioner Board.

A new suite of performance measures to track the success of the strategy has been agreed and is coordinated by the performance team working with HR, resulting in publication of a monthly scorecard. The data includes quantitative information from HR, soft intelligence from social worker and staff evaluations, and recruitment data.

An advanced practitioner framework has been developed by the University of Sheffield, as part of the South Yorkshire Teaching Partnership, to provide CPD and master's level training for all experienced and aspiring social workers, including a fast track for talented social workers to become team managers. This ensures all social workers have access to post graduate training as part of a leading teaching partnership which is part of a DfE funded pilot programme. Furthermore, a new social work learning and development pathway has been developed to set out the learning and development framework for all social workers, from newly qualified social workers in their first year, to experienced service managers. A 'grow our own' strategy for talented social workers to become team managers is now also being developed, led by the new principal social worker. The high quality training and development programmes offered by the pathway and advanced practitioner framework will strengthen the quality of social care practice, enabling a more effective workforce.

A new programme of 'restorative practice' training is now being rolled out across Early Help, to complement the Strengthening Families training that took place throughout 2015/16. The Children and Young People's Partnership Board, together with the Local Safeguarding Children Board, are developing a Rotherham-wide model for working with children and families, based on the principles of Strengthening Families and restorative practice, that will create a common language and set of approaches across partners. A survey for partners, to identify workforce planning and development priorities, was completed in July. This will inform a partnership-wide workforce planning and development strategy.

A new team of experienced recruiters has been sourced to develop a compelling new campaign to attract experienced social workers and team managers to Rotherham. The impact of these recruiters is already being felt within children's social care, with an increase in permanent social workers and team managers being appointed, and a reduction in agency expenditure resulting in a more sustainable workforce. The activity of the team has included: introducing more targeted campaigns; recruitment fayres;

working closely with potential applicants; a 'refer a friend' incentive scheme; and introducing 'killer questions' to the application process to reduce inappropriate applications. The team is also progressing partnership arrangements to explore recruitment from other regions and international search and selection. A targeted campaign for team managers is also being designed. There has been a high level of interest in posts and positive feedback from candidates on the assessment centre.

A new induction programme and welcome booklet is in place, ensuring all staff have necessary checks and support, access all mandatory and necessary training, and meet with senior managers as part of their induction.

The Strategic Director for Children and Young People's Services is also leading engagement with the other local authorities regarding a pan-South Yorkshire social work agency agreement. This will help promote stability across the system regionally, reduce agency spend and, critically, make permanent social work a more desirable option.

The strategy will focus on key selling points for working in Rotherham, identified from speaking to professionals who have recently joined the service. These include: the ambition the service has to become outstanding; the commitment to become a child-centred borough; the appeal of joining an authority making rapid improvement; the career pathway approach being developed; and the partnership's growing reputation for the efficacy of its work in tackling CSE. These will form part of the narrative in continuing to attract permanent staff particularly in relation to team manager positions.

The above work is now being evaluated with a view to extending the approaches to include the wider service and beyond, incorporating partner agencies. The workforce strategy is now being refreshed to reflect the current status of the improvement journey and the rapid progress made to date to ensure it reflects, with a degree of currency, the pace required to achieve the ambitions for Children and Young People's Services. A refreshed strategy will go to the Children's Improvement Board in September 2016. The Children and Young People's Partnership is also leading on a multi-agency workforce strategy with the aim of developing a common approach to working with children and families and a common induction and practice handbook for the whole partnership workforce.

The DCS and his deputy are also discussing the establishment of a centre of excellence in conjunction with Research in Practice to embed evidenced-based approaches and develop leadership efficacy. The wider considerations of a 'compelling workforce strategy', such as access to good business support, effective reflective supervision, and suitable accommodation and ICT software/equipment, are also being addressed. Accommodation projects are now underway and the new Liquid Logic system goes live on 31 October.

<b>The Measures:</b>	<b>Target</b>	<b>Baseline</b>	<b>April</b>	<b>May</b>	<b>June</b>
• % of NQSW trained in Rotherham subsequently appointed into	<b>100%</b>	25	0	0	2 (8%)

permanent roles Note: 25 commenced, 3 have left, 2 have been appointed, 20 yet to complete portfolios by September					
• No. of team manager vacancies (including those covered by agency appointments)	<b>TBC</b>		15	16	14
• No. of social worker vacancies (including those covered by agency appointments)	<b>TBC</b>		35	45	44
• Number and costs of agency staff (number and cost)	<b>0</b>		68 £392,377.98	68 £449,664.88	<b>Further validation underway</b>
• No. of social workers who responded positively in the social work health check around access to high quality induction;	<b>100%</b>	In progress	In progress	In progress (July 2016)	In progress (Oct 2016) Now to be completed as part of a planned focus group.
• Implementation of the advanced practitioner framework		In progress	In progress	In progress (Sept 2016)	In progress (Sept 2016)
• % of agency social workers	<b>10%</b>	-	16% (30)	20% (39)	19% (38)
• % of agency team managers	<b>10%</b>	-	35% (13)	41% (15)	41% (15)
• Average caseloads (social workers main safeguarding teams)	<b>14-22</b>	14.2	14.4	15 (as at w/e 27/05/16)	15.7 (as at w/e 01/07/16)
• Monthly recruitment success rate:	<b>TBC</b>		4	0	0
○ Service managers			0	3	3
○ Team managers			0	3	2
○ Social workers					
• Number of workforce who have undertaken training in the last 6 months			7 3	19 56	1 2 2



<ul style="list-style-type: none"> <li>○ ASYE</li> <li>○ Social workers</li> <li>○ Team managers</li> </ul>			1	15	
<ul style="list-style-type: none"> <li>• Evaluation of training undertaken</li> </ul>	<p><b>Majority of participants to rate training good or excellent</b></p>		In progress	In progress Revised process in place by 31 Aug 2016 to allow measurement	In progress Revised process in place by 31 Aug 2016 to allow measurement
<ul style="list-style-type: none"> <li>• Numbers of staff qualified and at what level (full-time equivalency by level – permanent only) <ul style="list-style-type: none"> <li>○ NQSW</li> <li>○ L2</li> <li>○ L3</li> <li>○ AP</li> <li>○ Team manager</li> </ul> </li> </ul> <p>100% of staff are qualified to the level they are working at.</p>		26.43 44.7 73.72 7.8 21.81	26.43 47.7 70.79 7.8 21.81	23.81 50.1 80.1 7.0 22.81	22.4 51.7 71.6 4 22

## Effective performance information and quality assurance

Lead Officer – Nicole Chavaudra

### Commissioner Test 7

*“Effective performance information and quality assurance which is being used to measure outcomes for children and improve practice. Data has been used very effectively to monitor and drive better performance, but to improve practice further there needs to be a greater emphasis on the outcomes being achieved and a clearer understanding of the quality of practice with children and young people. Performance information needs to demonstrate stable and sustained delivery of services; milestones set out in the improvement plan need to be met or on course for delivery; the budget agreed; and the transformation programme for children’s social care services understood and delivering.”*

#### The current position:

The service’s performance information is of a high standard, which has been recognised both by Ofsted and the practice partner. Work is underway to ensure the new case management system being implemented is configured to ensure this quality is maintained. An extensive suite of daily, weekly and monthly reports is now in place, available to staff at all levels to ensure they have the correct tools to track and manage their performance at a team, individual and child level.

Weekly performance meetings provide a forum for managers and senior leaders to collectively review the team and individual case data to identify and address areas of concern in a timely and robust manner. Chaired by the Deputy Strategic Director and attended by the Children’s Commissioner and other key service leaders, every team manager must present their own report and be prepared to receive robust challenge. It also provides them the opportunity to raise any resource issues or other barriers to performance.

The monthly report is now well established and includes a scorecard and themed analysis on each key performance measure. This provides comparative trend, benchmarking and provision of detailed commentary which is owned by the Deputy Strategic Director, allowing for strong, high level management grip of service performance and any arising issues. A covering narrative report is also written to summarise progress and trends. This is presented at the Directorate Leadership Team (DLT) meeting, Children’s Improvement Board and to the Deputy Leader. It is also shared and feeds the Local Safeguarding Children Board’s performance management framework.

A monthly performance board, chaired by the Deputy Leader, now meets to scrutinise, challenge and inform performance management arrangements in Children and Young People’s Services. A new ‘performance clinic’ structure has also now been

established, with a pilot undertaken with Early Help heads of service in August. The clinics will provide the leadership team with the opportunity to support and challenge services against the targets and outcomes set out in the new service plans, introduced in April 2016 to increase focus on performance across the directorate.

In line with the Children’s Services Commissioner priorities, the initial focus of these developments has been children’s social care services. However, the development of similar arrangements for the relatively new Early Help service is well underway with a specific scorecard shared with Senior Leadership Team, directors, the Deputy Leader and Chief Executive as part of a CYPS monthly performance discussion. Furthermore, within education and skills services there is an extensive and well established performance dataset which is readily available to monitor both school/pupil based measures and internal support services.

Ofsted improvement visit feedback in March 2016 stated that the quality of performance information for social care is now consistent with authorities rated ‘good’. The aim is now to expand these arrangements to incorporate services across the wider service. In 2016/17 we will move to a single performance management report, encompassing key social care, Early Help and education and skills measures. Similar to the social care arrangements, this will be further underpinned by a suite of lower level scorecards which will include more service and/or theme specific information.

Following the appointment of a new head of service, the quality assurance function has been considerably strengthened, with a better response to the management of child protection conferences. The young inspectors programme is also proving essential in identifying areas for improvement. Areas for further development include: ensuring the independent reviewing officers support the council in being effective corporate parents of children in care; energising the children’s rights service to ensure the voice of children in care is a high profile activity that feeds into plans to better meet their needs; and ensuring that decisions do not result in unnecessary intervention for children, young people and their families.

Learning from complaints and compliments is starting to inform service improvement and pursuit of the customer service excellence standard’ will ensure that feedback is captured in a more systematic way from service users. It envisaged that this standard will be met by the end of February 2017.

<b>The Measures:</b> (see quality and effectiveness for further practice measures)	<b>Target</b>	<b>Baseline</b>	<b>April</b>	<b>May</b>	<b>June</b>
<ul style="list-style-type: none"> <li>QA framework monthly overview reports published on time (on hold due to re-launch of team manager audit)</li> </ul>	<b>100%</b>	On hold	On hold	On hold	On hold
<ul style="list-style-type: none"> <li>Volume of audits undertaken each month – managers and auditors</li> </ul>	<b>100%</b>	% (team manager audits)	16 (team manager audits)	On hold (re-instate July 2016)	On hold (re-instate July 2016)

<ul style="list-style-type: none"> <li>Volume of re-audits undertaken each month – senior managers</li> </ul>	<b>100%</b>	9	0 (audit process on hold pending new audit tool)	On hold (re-instate July 2016)	On hold (re-instate July 2016)
<ul style="list-style-type: none"> <li>Consistency of audit findings (team manager / senior manager) % rated same, % rated different</li> </ul>	<b>85% consistency</b>		On hold	On hold (re-instate July 2016)	On hold (re-instate July 2016)
<ul style="list-style-type: none"> <li>% action plans tracked and completed for inadequate audits</li> </ul>	<b>100%</b>			In progress	In progress
<ul style="list-style-type: none"> <li>Number of audits rated Outstanding, Good, Requires Improvement, Inadequate</li> </ul>	<b>60% good or better with 0% inadequate</b>	<b>Team Managers:</b> <ul style="list-style-type: none"> <li>Outstanding - 0%</li> <li>Good - 16%</li> <li>Good/Requires improvement - 3%</li> <li>Requires improvement - 45%</li> <li>Inadequate - 3%</li> <li>Inadequate Critical - 0%</li> <li>Not returned - 32%</li> </ul>	<b>Team Managers:</b> <ul style="list-style-type: none"> <li>Outstanding - 0%</li> <li>Good - 19%</li> <li>Good/Requires improvement - 0%</li> <li>Requires improvement - 25%</li> <li>Inadequate - 6%</li> <li>Inadequate Critical - 0%</li> <li>Not returned - 56%</li> </ul>	<b>Beyond Auditing:</b> A total of 16 audits completed <ul style="list-style-type: none"> <li>Outstanding - 0%</li> <li>Good- 0%</li> <li>Requires improvement – 56.3%</li> <li>Inadequate - 43.8%</li> </ul>	<b>Beyond Auditing:</b> A total of 35 audits completed <ul style="list-style-type: none"> <li>Outstanding – 0%</li> <li>Good - 0%</li> <li>Requires improvement – 37.1%</li> <li>Inadequate – 51.4%</li> <li>No overall grading provided - 11.4%</li> </ul>

## **Conclusion**

The progress over the first few months bodes well and by the time of the next update at the end of September it is expected that the impact of activity will be further demonstrated. The Council is determined to develop a corporate and sustainable approach to the improvement of Children and Young People's Services and progressing against the 7 tests will remain a priority for the Cabinet and Strategic Leadership Team.

# APPENDIX F



Public Report  
Cabinet Meeting

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## **Council Report**

Cabinet and Commissioner Decision Making Meeting - 11<sup>th</sup> July 2016

## **Title**

Children & Young People's Services (CYPS) 2015/2016 Year End Performance

**Is this a Key Decision and has it been included on the Forward Plan?** No

## **Strategic Director Approving Submission of the Report**

Ian Thomas, Children and Young People's Services

## **Report Author(s)**

Deborah Johnson (Performance Assurance Manager – Social Care)

Anne Hawke (Performance Assurance Manager – Early Help)

## **Ward(s) Affected**

All

## **Summary**

- 1.1 This report provides a summary of performance under key themes for Children's Social Care Services at the end of the 2015/16 reporting year and will be presented to Cabinet on an annual basis. It should be read in conjunction with the accompanying performance data report at Appendix A which provides trend data, graphical analysis and benchmarking data against national and statistical neighbour averages.

## **Recommendations**

- 2.1 The Commissioner is asked to receive the report and accompanying dataset (Appendix A) and consider issues arising.

## **List of Appendices Included**

Appendix A – Children's Social Care Annual Performance Report (March 2016)

Appendix B – Letter from Ofsted "Outcome of improvement work undertaken in Rotherham, August 2015-April 2016" dated 13 June 2016

## **Background Papers**

Ofsted Improvement Letter

## **Consideration by any other Council Committee, Scrutiny or Advisory Panel**

Improving Lives Select Committee 15th June 2016 (to be confirmed)

**Council Approval Required** No

**Exempt from the Press and Public** No

## 1. Recommendations

- 1.1 The Commissioner is asked to receive the report and accompanying dataset (Appendix A) and consider issues arising.

## 2. Background

- 2.1 This report evidences the council's commitment to improvement and provides performance information to enable scrutiny of the improvements and the impact on the outcomes for children and young people. It provides a summary of performance under key themes for Children's Social Care Services at the end of the 2015/16 reporting year. It should be read in conjunction with the accompanying performance data report, which provides trend data, graphical analysis, and benchmarking data against national and statistical neighbour averages.
- 2.2 Targets, including associated 'RAG' (red, amber, green rating) tolerances, were introduced in September 2015 against appropriate measures. These have been set in consideration of available national and statistical neighbour benchmarking data, recent performance levels and, importantly, Rotherham's improvement journey.
- 2.3 As the end of the 2015/16 reporting year has now been reached it is important that there is a review of the measures in the report, their targets and any associated tolerances and that appropriate adjustments or additions are made for 2016/17. This will ensure continued retention of the right focus on the effectiveness of services and achieving good outcomes for children and young people in relation to local priority areas for improvement. For example, one of the priorities is to reduce the number of children in care being placed in residential care, so in future there will be a performance measure to help with the monitoring of progress in this regard.

## 3. Key Issues

- 3.1 Table one and two below highlights some of this year's achievements and areas for further improvement.

Table 1: Examples of good and improved performance in the last 12 months

- Multi-Agency Safeguarding Hub (MASH) response rates are high: 96.5% at contact and 92.8% for referrals received in the full year. Recent data shows performance is regularly above 98%.
- The assessment backlog of 313 has been eradicated. At year end there were no open assessments over 45 days.
- Assessments completed in 45 working days improved from 70.1% in 2014/15 to 92.8% in 2015/16, with in-month performance reaching 98.4%. Audit work is also reporting improvements in the quality of assessments.

- Children in Need (CIN) with up-to-date plans improved from 65.1% in 2014/15 to 98.6% in 2015/16.
- In month data for up-to-date Child Protection Plans (CPPs) is regularly above 98% and at year end was 100%.
- Percentage of Initial Child Protection Conferences within 15 working days has improved from 65% in 2014/15 to 88.3% for 2015/16. March performance is 94.1%.
- A review of all long term CPPs has reduced the percentage open for 2 years from 4.2% in 2014/15 to 0.8% in 2015/16.
- A reconfiguration of services has increased management oversight and ensured that caseloads are now consistently at manageable levels for workers across the service.
- The performance of Looked After Children (LAC) visits over the year against national minimum standards is good at 96.5%. However against the very aspirational local 28 day target of 90% performance at 80.2% needs to improve.
- The new national measure relating to days between 'becoming LAC and adoption placement (A1) is performing significantly better than the government benchmark with a reduction from an average of 661 days in 2013/14 to 338.5 in 2015/16 ( national data published end of Quarter 3 was 532 days national average).
- The number of Care Leavers with an up to date Pathway Plan has increased by nearly 20% to 97.5%
- Although further improvement work is needed on Health and Dental assessments, performance compared to last year has improved considerably. Health is now at 92.8% compared to last year's 81.4% and Dental is at 94.5% compared to 58.8%
- There has been good improvement within the year with 97.8% of LAC now having a Personal Education Plan (PEP) in place compared to 68.7% at the end of March 2015. 95% have a plan which is less than six months old compared to 76% at March 2015.
- The work of The Evolve Team (CSE) is consistently of a high quality with outcome of audits good or better and with 100% visits carried out, 100% Child Protection Plans in place and up to date during March 2016

### Table 2 – Key areas for further improvement

- The number of Section 47 (S47) investigations is high and is currently the subject of an intensive review.
- The re-referral rate to social care, although declining in recent months, at 27.9% for March and 30.9% for the entire year, is still high compared to statistical neighbour and national benchmarking data.
- Timeliness of LAC reviews for the year was 83.3% a drop on the previous year's position of 94.9%. This was due to performance issues earlier in the year and equates to 15 children having at least one of their reviews go over time.
- The number of LAC who have had three or more placement moves in the year is far too high. Although the percentages are in line with national averages, the numbers are inconsistent with the aspirations for all children in care to benefit from a stable placement.
- Although there has been a significant increase in the number of PEPs during the year



the educational progress of LAC needs to improve significantly.

- Quality of practice still not consistently good and supported by results of recent audit activity, which shows 25% of case work meeting high standard set by the authority.

## 3.2 Early Help

3.2.1 In the last six months there has been a significant redesign of Early Help services and the local Early Help offer. In October 2015 the new integrated Early Help locality service was created, bringing together staff from a range of previously separate services and professional disciplines. These include: Education Welfare, Youth Offending, Children Centres, Integrated Youth Support, Family Support and 'Troubled Families' (Families for Change). This was swiftly followed by the establishment of the Early Help Triage Team to work alongside the social care Multi-Agency Safeguarding Hub (MASH).

3.2.2 The improved arrangements had an immediate impact, with the previous backlog of Early Help Assessments cleared within two weeks, with a month on month increase in contacts and referrals transferring from the MASH.

3.2.3 In February 2016 the weekly Step-Down Panel was introduced. Co-chaired by senior managers in Early Help and Safeguarding, the panel ensures that there is a consistent and robust process in place to manage, monitor and clearly record outcomes for all cases stepping down from Duty and Assessment teams and/or those whose CIN plan has ceased. Since the panel began in February, 90 families have stepped down (232 children) to Early Help Locality Teams, along with making recommendations for nine families and 18 children to be worked with by partners.

3.2.4 Performance management arrangements have been developed for the new service and monthly monitoring is in place for the new reporting year (from April 2016). There is a mixture of statutory, national and local indicators which will evidence the effectiveness of service delivery and improvements over a period of time. In addition, success will be measured through wider impact measures including: reduction in children in need; increase in school attendance; increase in families engaging with Children's Centres and reduction in the proportion of young people not in education, employment or training (NEET).

## 3.3 Contact and Referral

3.3.1 The Rotherham MASH went live in April 2015. Processes and performance were reviewed during May 2015 and some key remedial actions were taken in response. A recent independent review of the MASH reported to the Children's Improvement Board

in March 2016 that whilst there was still further work to do, 'enormous progress' had been made in a very short space of time.

- 3.3.2 Overall there has been a 16% increase in contacts with 12,165 in 2015/16 compared to 10,517 in 2014/15. The numbers of contacts into the system rose in the early months of the year and then has remained relatively stable with approximately 1,000 being received every month. The independent review of the MASH stated that there will be a number of factors that impact on the general volume of contacts. One is that as confidence in the competence and responsiveness of the service increases there would be an expectation that contacts from some sources would rise. Then as key safeguarding partners increase their understanding about thresholds for social care it might result in contacts from some sources seeing a reduction. Finally, as the Early Help pathway (launched on 18th January) is further embedded and better understood, families who might previously have been referred to social care will be re-directed at source into a more appropriate Early Help service.
- 3.3.3 When the past 12 months' data is reviewed it appears that contacts made by education, which includes schools, have risen over the past few months. On the basis of feedback from schools it is understood that this is indicative of an increased confidence in the quality and helpfulness of the service at the "front door". There has been some reduction in the number of contacts from health services which may be an indication of better understanding of thresholds for social care. This has been an area of awareness raising that has been worked on in recent months. The majority of contacts from the Police relate to domestic abuse notifications. There has been a strengthened daily triage system put in place to deal with these. The Independent Domestic Abuse Advisor works with a MASH Social Worker to assess cases. This guarantees immediate actions are in place to ensure the safety of the individual and any children involved. The improved Early Help pathway will assist over time in effectively diverting some contacts directly into Early Help services via the Early Help Triage team and through step-down of cases via the Early Help Panel.
- 3.3.4 The MASH response rate is good. A total of 96.5% contacts and 99.0% referrals had decisions made within timescales. The quality of these decisions has been validated by Ofsted during three separate improvement visits and by the independent review reported to the Improvement Board in March 2016.
- 3.3.5 Similar to contacts, month on month social care referral numbers are consistent at approximately 400 per month (around 40% of contacts). In total there have been 4,915 referrals in 2015/16, a 9% increase on the 4,513 in 2014/15. There has been a month on month downward trajectory in the proportion of these which are re-referrals; following a mid-year high of 35.3% in August 2015 this has now reduced to 27.9% in March 2016. Improvements in the

quality of first time assessments and the developing early help offer are both understood to have supported better performance in this area.

3.3.6 In addition, as the MASH has developed, more work is undertaken at referral stage in terms of information sharing and effective triage before progression to assessment teams. This is resulting in fewer referrals converting to assessment, with 77.6% in March 2016 compared to 87.1% in April 2015. This in turn allows for social care resources being better targeted to need and families receiving a more appropriate response. The independent review of the MASH (2016) found that “social work analysis and articulation of need, harm and risk within the MASH is good”, far better than in many other local authority settings visited. This is apparent in social work analysis and the recommendations being made by decision makers.

### 3.4 Assessments

3.4.1 Although the numbers of contacts and referrals have both increased over the last 12 months, the reduction in the conversion of referral to assessment means that fewer assessments are now being started. Feedback from workers and auditors, however, suggests an increase in the complexity of the cases coming through. This may be indicative of improved practice in the duty teams resulting in more accurate recognition and analysis of both risk and need. There will be further observation and analysis of this over coming months.

3.4.2 The overall trend of the proportion of assessments resulting in 'No Further Action' is downwards, which is a positive reflection of the improvement in quality of decision making and application of thresholds. The downward trend of repeat referrals supports this view. Whilst it has been positive to see an increase in step down decisions as opposed to closure of cases it is better for families to be directed straight into early help wherever possible rather than be routed through social care in the first instance. As early help pathways and triage systems become more familiar to referring partner agencies, the numbers of contacts, referrals and then assessments in social care should start to decrease. The early help data is starting to show an increase of work redirected at both contact and referral stage, which may also account in part for the reduction in the numbers of assessments as well as a reduction of step down at the conclusion of social care assessment.

3.4.3 Early in 2015 additional short-term resources were put in place to address significant backlogs of work within the assessment service. Over the summer, when these resources were removed, there was a period of time when the number of open assessments over timescales increased, which then in turn impacted on performance in the autumn. A combination of the reduction in volume of work, changes to the way duty teams are organised and increased management grip has seen a significant improvement in the

timeliness of assessment completion again in March, with 98.4% of assessments completed within 45 working days compared to a low of 83.9% in November. In total 92.8% of all assessments completed in 2015/16 were completed in time compared to 88.8% in 2014/15.

3.4.4 Although the above performance information is important, an emphasis on quality in Children and Young People's Services remains a priority and this will continue to be monitored and tested to ensure that the drive to improve timeliness is not at the cost of achieving best practice. Feedback from the March 2016 Ofsted improvement visit stated, "No widespread or serious concerns. Clear improvement in practice and management oversight since the last visit in October 2015". (Appendix B) Whilst the inspector identified a number of examples of 'good' assessments during her visit there remains further work to do to ensure consistently good quality assessments are produced right across the service.

### 3.5 Plans

3.5.1 The introduction and then embedding of weekly exception reports and team level performance management meetings in 2015 has resulted in significant and sustained improvement in the proportion of children, across all case types with an up-to-date plan.

3.5.2 At the end of 2014/15 only 65.1% of eligible CIN had an up-to-date plan. As of the end of 2015/16 this has now improved to 98.6%. Any missing Child Protection Plans (CPPs) had, on the whole, already been addressed by the end of the 2014/15 reporting year with performance at 97.6%, however, month on month data demonstrates that current CPPs are now well embedded with performance rarely dropping below 99.5% (showing 100% at year-end).

3.5.3 Similarly to CPPs, the rate of LAC with plans is consistently good over the year at over 98%. The 2015/16 year end position of 98.4% shows that there has actually been a negligible drop of 0.4% since the 2014/15 figure of 98.8%. Pathway plans for care leavers have seen a significant improvement of nearly 20% to 97.5% when compared to last year.

3.5.4 It is well understood that the quality of plans is crucial in terms of securing good outcomes for children and this will continue to be the focus of the 'Beyond Auditing' work that is underway across the localities. The new LAC management team in the Children in Care service is renewing the focus on both the completion of plans and their quality. All exceptions are reviewed at least on a fortnightly basis by senior managers and more frequently by operational managers to understand, at an individual child level, the reasons for any absence of a plan to enable appropriate action. Work is underway to make the children in care plans more young person friendly and this work will be undertaken in consultation with children and young people.

### 3.6 Visits

- 3.6.1 Improvements in visiting rates also clearly demonstrate the effectiveness of the weekly performance management processes.
- 3.6.2 At the end of March 2016, 99% of children subject to a CPP had been seen within timescale, compared to 92% at the end of March 2015.
- 3.6.3 In relation to children in care, performance in LAC visits within the national minimum standards has improved in recent months to 98.1%, broadly in line with the previous year's outturn. Over the year there has been a steady rate of improvement achieved against the local standard which is highly ambitious and aspirational, which exceeds the national minimum, from 73% to 80.2%. This improvement needs to continue as this is still not considered good enough for Rotherham, so it will remain an area of focus with sustained management attention. It is worth noting that there are some children in care who, due to their individual needs, are visited more frequently than the Rotherham local standard.
- 3.6.4 Each week, any child who does not have an up-to-date visit, is examined on an individual basis to ensure that they have been visited and to ensure the reason for the lateness is understood and remedial action taken where necessary.

### 3.7 Section 47

- 3.7.1 As reported throughout the year, Section 47 (S47 - a duty to make enquiries if there is reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm) investigation numbers are very high and are currently the subject of intensive review. In March there were 164 Section 47s started, the highest month of the year, (average per month 123). The rate per 10,000 population of 262.1 is significantly higher than the statistical neighbour average of 141.3.
- 3.7.2 The Head of Safeguarding and Quality Assurance led a review and a report was submitted to the CYPS Performance Board at the end of May 2016. The outcome indicates that the high numbers of S47s reflect an ongoing lack of confidence in addressing the presenting risk for the child in any way other than by S47 and child protection investigation. This risk averse practice is not uncommon in authorities in intervention. Although this is not indicative of practice that has children being left at risk of significant harm, (in child protection terms), it must still be addressed as it is an over interventionist style of social work practice. This is often not effective in engaging families for the longer term.

- 3.7.3 Outcomes of completed S47s point to a high proportion of cases where, while concerns were substantiated, children have no continuing risk of significant harm and therefore do not need to be progressed to child protection conference (52.9% in March). This suggests that a normal level of assessment, (Section 17 – duty to safeguard and promote the welfare of children who are in need) rather than a S47 investigation may have been a more appropriate response. The review also identified multiple other practice issues requiring attention on a single and multi-agency basis. An action plan has been prepared and work to address these issues are underway.
- 3.7.4 Significant data validation issues identified earlier in the year relating to Initial Child Protection Conferences (ICPCs) have now been addressed and the performance data report amended to show in-month data rather than ‘rolling year’. This has allowed for clearer understanding of current performance trends.
- 3.7.5 In 2015/16, 88.3% of the total ICPCs were carried out within 15 days which is better than the latest statistical neighbour and national averages. Monthly data demonstrates that current performance is now higher than 90% with an average of only one conference missing timescales each month. The reasons for not meeting timescales are reported to senior managers and recorded on each case. These will continue to be monitored and it is expected that there will be better consistency month-on-month and further improvement overall. In March performance was at 94.1%, the one initial conference which went over the 15 days was a result of late booking on the part of one of the locality teams. This matter has been addressed by the manager concerned.

### 3.8 Children in Need

- 3.8.1 There is no good or bad performance in relation to numbers of CIN although it is important to monitor against statistical neighbour and national averages as numbers considerably higher or lower than average can be an indicator of other performance issues. At the end of March there were 1430 CIN, when combined with the those subject to CPP this equates to a rate of 320.0 per 10k population; a reduction on the previous month and broadly in line with the national average of 337.3.
- 3.8.2 One of the measures of success of the early help offer will be, over time, a reduction in the numbers of CIN as families are offered support at an earlier point before concerns escalate. This is in addition to ongoing support from Tier 2 (targeted services) as they are stepped down and out of statutory intervention. It is far too early in the development of the early help provision to conclude that the last three months’ reduction in numbers is the beginning of a trend. It is more likely that it represents a recent review of all open CIN cases during the reconfiguration of the locality teams, which has led to closure and stepping down of some cases where appropriate. It

is predicted that for a period of time numbers of CIN may rise as those with a child protection plan reduce.

### 3.9 Children on Child Protection Plans

3.9.1 At the end of March 2016 there were 369 children subject to a CPP, which is a significant reduction on March 2015 when there were 433. However, the rate per 10,000 population of 65.4 demonstrates that this is still high when compared to statistical neighbours and the national average of 46.1 and 42.9 respectively.

3.9.2 It is expected that the numbers will continue to fall as practice improves, CPPs are worked more effectively and managers become more confident in their decision making. Children's Social Care is already more robust in ensuring that only children, where likely or actual significant harm has occurred, are taken to conference and in ensuring that the threshold for a plan is met. The overall downward trend in CPPs adds further weight to the need to address the high numbers of child protection investigations which are still being undertaken.

3.9.3 Of the children subject to a CPP plan at the end of the year, 94.2% of their reviews over the entire year were completed in time which is a decline on the previous year which was 96.5%. In month, performance for March was 98.9% with only one child whose review could not take place in timescales, due to a parent arriving at the conference intoxicated and a decision was rightly taken to postpone the review. This was reconvened and completed the following week. The reasons for any late reviews are scrutinised and when necessary, management action is taken. There have been a number of occasions when family issues have been the reasons for conferences being postponed and these have outnumbered the occasions that there has been fault on the part of the service.

### 3.10 Looked After Children (LAC) (also known as children in care)

3.10.1 At the end of March there were 432 children in care which equates to 76.6 per 10,000 population. Although this still places Rotherham broadly in line with statistical neighbours it is far higher than the national average and there is an upward trajectory as admissions to care have increased as predicted.

3.10.2 'Edge of care' arrangements need to be strengthened over time to prevent the need for children to come into care and developing this service forms a key strand of the Children In Care Sufficiency Strategy. This is particularly the case in respect of adolescents entering the care system for the first time. Outcomes are rarely improved for young people coming into care in adolescence and work will commence over the next few months to develop a service specifically to work with this group. During the last period there was a particularly large sibling group of younger children admitted which has impacted on the admissions figures. The use of "Family Group

Conferences” is being explored to ensure that any opportunities for children to remain within their families are utilised.

3.10.3 It is not unusual for numbers of children in care in an authority in intervention to rise as action is taken to address cases which have been drifting previously. The rise in the numbers of care proceedings in Rotherham is testimony to this happening locally. There is no feedback from the courts to suggest that any children are being brought before them unnecessarily. Over the next 12 months it would be expected for the position to plateau and then start to reduce gradually, as edge of care services are developed and family alternatives to care are properly explored before the initiation of care proceedings.

3.10.4 Of the eligible children in care 83.3% of their reviews over the entire year were completed in time which is a decline on the previous year which was 94.9%. This equates to 15 children having at least one review over timescales and relates to performance issues earlier in the year. Of the reviews held in March, 99% were within timescales with only one child whose review could not take place in time. The reasons for any late reviews are fed back to managers and action taken to address any practice issues.

### 3.11 Looked After Children - Placement Stability

3.11.1 At the end of March, 72.7% of long term LAC has been in the same placement for at least two years. This placement stability is better than the national average of 67%; however, it is important to be confident that what appears to be stability is not and in fact masking a drift in planning for children. The sufficiency strategy identifies that there are too many children placed in residential care. Work which commenced in January 2016 to address this has resulted in a number of young people being identified who will be moving to more local provision over the next few weeks and months. This may impact on the long term stability indicator but will result in better outcomes for those individual young people identified.

3.11.2 A total of 11.9% of LAC have been in three or more placements in the last 12 months, this is broadly in line with national average of 11.0%.

3.11.3 Although placement stability measures compare well against statistical neighbours and national averages, performance in relation to children who have had three or more placement moves in a year is still of concern and in particular in relation to the numbers of children in care who have had missing episodes which count against this indicator. All children who have been missing or who are identified as being in 'unstable' placements are now subject to particular focus by way of regular 'Team Around the Placement' meetings. In the future they will also be considered as 'exceptions' in the fortnightly performance meetings. There remains much to do



in order to strengthen the quality of practice in the children in care service across the board.

### 3.12 Looked After Children – Health & Dental

3.12.1 Performance in relation to health and dental assessments was very poor in previous years and has been the focus of concerted joint effort resulting in improvement in the last 12 months from 81.4% (March 2015) to 92.8% (March 2016) for Health Assessments and from 58.8% (March 2015) to 95.0% (March 2016) for Dental Assessments.

3.12.2 However, in-month performance has been higher during the year and partners are working towards better consistency and outcomes for all Rotherham's LAC. Close monitoring through the weekly performance process means that any dips in performance are understood.

3.12.3 Quality Assurance processes of assessments within health, following completion, can create time lags between the assessment occurring and showing on the system as complete work is underway with health colleagues to reduce this.

3.12.4 From child level reviews of exceptions it is known that, in the main, those not having health or dental checks are the older young people who are recorded as 'refusers'. This is now being actively explored with health colleagues, regarding how the reviews can be promoted as something useful and young person friendly. Creative thinking is being used to ensure young people more actively engage. Encouragement will be focused with young people on the things that interest most young people such as weight, hair and skin as well as other aspects of health. Performance will continue to be very closely monitored.

### 3.13 Looked After Children – Personal Education Plans

3.13.1 Previously, education of Looked After Children was supported by the 'Get Real Team'. This team ceased to exist from the 1st of April 2015 and was replaced by a new Virtual School. The completion of the Personal Education Plan (PEP) moved to an E-PEP system in September 2015 (start of Autumn term). A revised PEP process is now in place with termly PEPs attended by a minimum of school, social worker and virtual school as well as LAC, carers, and other professionals. Extensive training has been provided to professionals on SMART (specific, measurable, achievable, realistic and timely) targets for PEP's to improve effectiveness in driving outcomes. A rigorous quality assurance process is in place with evidence of quality of PEP's improving. There is also an increase in the number of PEP's reflecting Pupil Voice. Prior to September 2015 PEP's were in place for compulsory school-age children only. PEP's are now in place for LAC aged 2 to 18th birthday.

3.13.2 There has been good improvement within the year with 97.8% of children now having a PEP in place compared to 68.7% at the end of March 2015. A total of 95% have a plan which is less than six months old compared to 76% at March 2015, although there is more to do to ensure that every child and young person has a plan in place and to ensure that none of these are older than a 'term'. Although this is positive, based on available data in 2015 educational outcomes for looked after children needs to improve significantly

### 3.14 Care Leavers

3.14.1 The number of care leavers is relatively stable throughout the year at between 190 and 200 young people. At the end of March this was 197.

3.14.2 A total of 96.5% of young people are in suitable accommodation, a slight drop on the previous year of 97.8%, but still above the national average of 77.8%. This equates to five young people not in suitable accommodation, of these four are in custody, and one (aged over 18) has made himself intentionally homeless. It is understood that more needs to be done to enhance the quality of the accommodation available as well as increasing the range of choices for young people. The service is taking steps to ensure that the best provision is available for Rotherham young people and increased planning will take place via a 16 + accommodation panel

3.14.3 A total of 68% of young people are in education employment or training, well above the national average (45%) but a drop on the previous year of 71% and disappointing in terms of the aspirations for Rotherham young people. This equates to 60 care leavers not being in education, employment or training (NEET). Work is underway to strengthen the offer to care leavers generally and tackling the need to support young people to be engaged in further education, training or employment will be given priority.

### 3.15 Adoptions

3.15.1 Performance each month can vary significantly given the size of the cohort which is always very small. There have been four adoptions in March taking the total for the reporting year to 43.

3.15.2 Given the small numbers it is most useful to look at a rolling twelve months than a month snapshot. Performance against the old national indicator relating to timeliness of adoption since the decision that the child 'Should Be Placed for Adoption' (SHOPBA) is low when compared to previous years at 53.5%. However, the new national measures relating to days between 'becoming LAC and adoption placement (A1)' and 'days between placement order and match with the adoptive family (A2)' demonstrate an improving trend over the last 3 years. In respect of A1 Rotherham is performing significantly better than the government benchmark with

a reduction from an average of 661 days in 2013/14 to 338.5 in 2015/16. (national published data at the end of Quarter 3 532 days national average). Similarly for measure A2 it has reduced from an average of 315 days in 2013/14 to 137.9 in 2015/16; however the government benchmark has not been met. This A2 target was not achieved due to six children with high level additional needs taking longer than usual to place. However, all six children did achieve permanency through adoption thus providing them with an excellent outcome of becoming part of a new family and no longer in the care system.

3.15.3 The number of RMBC adopters decreased in 2015/16 compared to previous years. This is partly attributable to increase robustness at screening stage to improve quality of pool combined with regional picture that is one of significant decrease in overall number of adopters being approved across local authorities. This is in line with the national trend.

3.15.4 In March only two out of the four children adopted had the order made within twelve months of the SHOPBA decision. These children had been placed with their adoptive parents for well over a year before the order was made because of some complexities in the therapeutic support that was required.

### 3.16 Child Sexual Exploitation (CSE)

3.16.1 It will be noted that there is no data specific to CSE in this report. The performance of the CSE service is retained within all core activity areas. For example; within the assessment timescales; within plans in place; both child protection and children in care and written visits to children with child protection plans and to children in care. In this regard, the headline performance of the CSE Team “Evolve” is as closely scrutinised in the fortnightly performance meeting as every other part of the service. The low caseloads in the CSE service results in the exceptions being very few and far between.

3.16.2 The nature and intensity of work being undertaken in the Evolve CSE Service results from the extreme vulnerability of individual young people and the complexity of their needs. While the caseloads of individual workers are subject to the same random sampling audit process as other teams across the service, the Head of Service routinely carries out audits of all cases open in the team as well as supporting other managers by auditing CSE work allocated within the locality and children in care services. Any remedial action resulting from audits within the CSE team are taken with immediate effect. Ofsted have randomly selected cases from the Evolve Service on three separate occasions.

3.16.3 All cases selected have been judged as ‘good’ by Ofsted. Furthermore Ofsted has identified areas of work related to the management of complex investigations with police, which were felt

to be worthy of noting as examples of best practice, described as 'proactive, sensitive and robust'. The inspector also described months of proactive and tenacious work resulting in victims developing trusting relationships with social workers and police. The impact is, in many cases, young people making disclosures and identifying other victims.

3.16.4 All elements of work relating to CSE is also routinely scrutinised by the Rotherham Safeguarding Children's Board (RSCB) under the auspices of the CSE Strategic Sub Group.

### 3.17 Caseloads

3.17.1 Weekly performance meetings continue to examine caseloads for every social worker in detail. All those over 22 are examined and the reasons explained. For example, some senior social workers have students allocated to them and the student caseload shows under the supervisor's name. In the locality teams it is not unusual to have social workers holding families with large sibling groups (over five) which will impact on the overall number of cases (children). Caseloads in Children's Disability Service have now reduced significantly following a specific piece of work to ensure that cases were in the correct teams. The very low caseloads in the Child Sexual Exploitation (CSE) team reflect the complexity and intensity of the work undertaken and the numbers of cases that are co-worked and supported. Ensuring that social workers have manageable caseloads was a key priority for Rotherham and the current performance is testimony to what has been achieved in this regard.

3.17.2 Significant action has been taken over the year, including a full service reconfiguration, to ensure each team has sufficient capacity in terms of numbers of workers, but just as importantly, action has also been taken to ensure effective throughput of work in respect of timely transfers and closures as appropriate.

### 3.18. Ofsted Feedback – Improvement Visits

3.18.1 Ofsted wrote to the council on the 13th June with a summary of the findings of the improvement monitoring visits undertaken in Rotherham Children's Services between August 2015 and April 2016 (Appendix B). Her Majesty's Inspectors (HMI) undertook five visits over an eight month period. Each visit has involved two HMI on-site for two days.

3.18.2 Inspectors reviewed the progress of the Improvement Plan in the following areas:

- Contact and referral (MASH) August 2015
- Duty and assessment and area child protection teams October 2015 and March 2016

- Leadership and management March 2016
- Early help April 2016

3.18.3 During the visits inspectors considered a range of evidence including: electronic case records; supervision files and notes, observation of social work practice, performance information, policies and strategic planning documents and meetings with key partner agencies. Inspectors also spoke to a range of staff including managers, social workers, other practitioners, agency partners and administrative staff.

3.18.4 Ofsted provided feedback in relation to their findings and identified improvements that they found and also any areas for further improvement (Appendix B). The existing Children's Improvement Plan which is monitored robustly on a monthly basis by the Children & Young People's Improvement Board reflects the areas for improvement that OFSTED also identified.

#### **4. Options considered and recommended proposal**

- 4.1 The full service performance report attached at Appendix A represents a summary of performance across a range of key national and local indicators with detailed commentary provided by the service. The Commissioner is therefore recommended to consider and review this information.

#### **5. Consultation**

- 5.1 Not applicable

#### **6. Timetable and Accountability for Implementing this Decision**

- 6.1 Not applicable

#### **7. Financial and Procurement Implications**

- 7.1 There are no direct financial implications to this report. The relevant Service Director and Budget Holder will identify any implications arising from associated improvement actions and Members and Commissioners will be consulted where appropriate.

#### **8. Legal Implications**

- 8.1 There are no direct legal implications to this report.

#### **9. Human Resources Implications**

- 9.1 There are no direct human resource implications to this report. The relevant Service Director and Managers will identify any implications arising from associated improvement actions and Members and Commissioners will be consulted where appropriate.

## **10. Implications for Children and Young People and Vulnerable Adults**

- 10.1 The performance report relates to safeguarding services for children and young people.

## **11. Equalities and Human Rights Implications**

- 11.1 There are no direct implications within this report.

## **12. Implications for Partners and Other Directorates**

- 12.1 Partners and other directorates are engaged in improving the performance and quality of services to children, young people and their families via the Rotherham Local Children's Safeguarding Board (RLSCB). The RLSCB Performance and Quality Assurance Sub Group receive this performance report on a regular basis.

## **13. Risks and Mitigation**

- 13.1 Inability and lack of engagement in performance management arrangements by managers and staff could lead to poor and deteriorating services for children and young people. Strong management oversight by Directorship Leadership Team and the ongoing weekly performance meetings mitigate this risk by holding managers and workers to account for any dips in performance both at a team and at an individual child level.

## **14. Accountable Officer(s)**

Mel Meggs, Deputy Strategic Director (CYPS)  
Mel.meggs@rotherham.gov.uk

Nicole Chavaudra, Joint Assistant Director Commissioning, Performance and Quality (CYPS)  
Nicole.chavaudra@rotherham.gov.uk

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- Named Officer - Joy Hobson

Director of Legal Services:- Named officer

Head of Procurement (if appropriate):- N/A

*Name and Job Title.*

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## Children & Young People Services



# Safeguarding Children & Families Annual Performance Report

**As at : 31st March 2016**

*Please note: Data reports are not dynamic. Although care is taken to ensure data is as accurate as possible, delays in data input can result in changes in figures when reports are re-run retrospectively.*

#### Document Details

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Created by: Deborah Johnson, Performance Assurance Manager - Social Care

Monthly Performance -March 2016 FINAL



# Performance Summary

As at : 31st March 2016

"DOT" - Direction of travel represents the direction of 'performance' since the previous month with reference to the polarity of 'good' performance for that measure. Colours have been added to help distinguish better and worse performance. Key Below:-

- increase in numbers (no good/bad performance)
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- decline in performance but still within limits of target
- decline in performance, not on target
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NO.	INDICATOR	GOOD PERF IS	DATA NOTE (Monthly)	LAST THREE MONTHS			Year to Date 15/16		DOT (Month on Month)	RAG (in month)	RAG (Year End)	Target and Tolerances			YR ON YR TREND		LATEST BENCHMARKING - 2014/15				
				Jan-16	Feb 16	Mar 16	YTD	DATA NOTE				Red	Amber	Target Green	2013/14	2014/15	STAT NEIGH AVE	BEST STAT NEIGH	NAT AVE	NAT TOP QTILE THRESHOLD	
EARLY HELP PERFORMANCE INFORMATION - SEE SECTION DETAILS PAGE																					
CONTACT & REFERRAL (MASH)	2.1	Number of contacts	Info	Count	1100	1030	1092	12165	Financial Year	↑					n/a		10517				
	2.2	% Contacts with decision within 1 working day	High	Percentage	98.4%	98.7%	96.5%	96.5%	Financial Year	↓			<92%	92%>	95%						
	2.3	Number of contacts going onto referral (including MASH referrals)	Info	Count	394	393	402	4915	Financial Year	↑					n/a		4513				
	2.4	% of contacts going onto referral (including MASH referrals)	High	Percentage	35.8%	38.2%	36.8%	40.4%	Financial Year	↓			range to be set				42.9%				
	2.5	Rate of referrals per 10,000 population aged under 18 - rolling 12 month performance	Info	Rate per 10,000	1027.5	988.9	940.5	780.5	Financial Year	↓					n/a	689.8	800.2	655.4	333.9	548.3	-
	2.6	% of referrals going onto assessment	High	Percentage	71.1%	70.0%	77.6%	77.6%	Financial Year	↑			<83%	83%>	86%	77.8%	69.6%	85.9%	99.7%	87.1%	97.8%
	2.7	% Referral decision was made within 48 hours	High	Percentage	96.4%	97.7%	99.0%	96.5%	Financial Year	↑			<92%	92%>	95%	56.3%	71.2%				
	2.8	% re-referral rate in the current month	Low	Percentage	29.4%	28.6%	27.9%	30.9%	Financial Year	↑			26%+	26%<	23%	n/a	n/a				
ASSESSMENTS	3.1	Number of assessments started	Info	Count	292	249	293	3996	Financial Year	↑					n/a	n/a	3780				
	3.2	% of assessments for children's social care carried out in 45 working days of referral	High	Percentage	92.7%	96.6%	98.4%	92.8%	Financial Year	↑			<83%	83%>	86%	n/a	70.1%	86.6%	100.0%	82.2%	97.8%
	3.3	Open assessments already past 45 working days	Low	Count	6	1	0		As at mth end	↑					n/a	n/a	8				
	3.4	% of completed assessments ending in - Ongoing Involvement	Info	Percentage	41.9%	42.9%	51.8%	43.6%	Financial Year	↑			<40%	40%<	45%	n/a	n/a				
	3.5	% of completed assessments ending in - No further action	Info	Percentage	33.5%	33.7%	32.1%	40.0%	Financial Year	↓					n/a	n/a	n/a				
	3.6	% of completed assessments ending in - Step down to Early Help / Other Agency	Info	Percentage	24.0%	22.4%	15.1%	15.3%	Financial Year	↓					n/a	n/a	n/a				
	3.7	% of completed assessments ending in - Out of area	Info	Percentage	0.6%	0.5%	0.3%	1.0%	Financial Year	↓					n/a	n/a	n/a				
	3.8	% of completed assessments ending in - Other/Not Recorded	Info	Percentage	0.0%	0.5%	0.7%	0.2%	Financial Year	↓					n/a	n/a	n/a				
S47's	4.1	Number of S47 Investigations	Info	Count	93	132	164	1478	Financial Year	↑					n/a	752	909				
	4.2	Number of S47 Investigations - rolling 12 month performance	Info	Count	1380	1404	1478			↑					n/a	n/a	n/a				
	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Info	Rate per 10,000	244.7	248.9	262.1			↑			more than +/15	+/-15	+/-5 of 158.8	141.3	156.1	149.2	75	138.2	-
	4.4	Number of S47 Investigations - Completed	Info	Count	99	119	136	1390	Financial Year	↑					n/a	n/a	n/a				
	4.5	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	High	Percentage	52.5%	58.8%	41.9%	58.3%	Financial Year	↓					n/a	n/a	56.3%				
	4.6	% of S47's with an outcome - Concerns are substantiated, but the child is not judged to be at continuing risk of significant harm	Info	Percentage	36.4%	24.4%	52.9%	30.2%	Financial Year	↑					n/a	n/a	19.8%				
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	11.1%	16.8%	4.4%	11.2%	Financial Year	↑					n/a	n/a	-90.5%				
	4.8	% of S47's with an outcome - Not Recorded	Info	Percentage	0.0%	0.0%	0.7%	0.3%	Financial Year	↑					n/a	n/a	9.5%				

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- ↑ - increase in numbers (no good/bad performance)
- - stable with last month (no good/bad performance)
- ↓ - decrease in numbers (no good/bad performance)
- ↑ (green) - improvement in performance
- ↓ (orange) - decline in performance but still within limits of target
- ↓ (red) - decline in performance, not on target
- (green) - no movement but within limits of target
- (orange) - no movement, not on target

	NO.	INDICATOR	GOOD PERFS	DATA NOTE (Monthly)	LAST THREE MONTHS			Year to Date 15/16		DOT (Month on Month)	RAG (in month)	RAG (Year End)	Target and Tolerances			YR ON YR TREND		LATEST BENCHMARKING - 2014/15			
					Jan-16	Feb 16	Mar 16	YTD	DATA NOTE				Red	Amber	Target Green	2013/14	2014/15	STAT NEIGH AVE	BEST STAT NEIGH	NAT AVE	NAT TOP QTILE THRESHOLD
CIN	5.1	Number of open CIN cases	Info	Count	1598	1437	1430			↓					n/a	1324	1526				
	5.2	Number of CIN (inc. CPP as per DfE definition)	Info	Count	1966	1835	1805			↓					n/a	n/a	1947				
	5.3	Number of CIN per 10,000 population aged 0-17 (inc. CPP as per DfE definition)	Info	Rate per 10,000	348.6	325.4	320.0			↓			more than +/15	+/-15	+/-5 of 346.4	n/a	347.1	372.4	285.1	337.3	280.98
	5.4	% of CIN (open at least 45 days) with a plan	High	Percentage	95.8%	97.6%	98.9%			↑			<90%	90%<	95%	n/a	91.4%				
	5.5	% of CIN (open at least 45 days) with an up to date plan	High	Percentage	93.3%	94.6%	98.6%			↑			<85%	85%<	90%	43.8%	65.1%				
CHILD PROTECTION	6.1	Number of open CPP cases	Info	Count	368	398	369			↓					n/a	n/a	423				
	6.2a	Initial CP conferences (No. children) - rolling 12 month performance	Info	Count	647	631	592		Rolling Year	↓					n/a	428	556				
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Info	Rate per 10,000	114.7	111.9	105.0		Rolling Year	↓			<79	79<	74.1	75.9	98.6	69.2	40	61.6	-
	6.3	Number of Initial CP Conferences (children) - in month	Info	Count	53	49	17		Financial Year	↓			range to be set								
	6.4	% of initial child protection conference (ICPCs) completed within 15 days of S47 (based on number of children)	High	Percentage	98.1%	98.0%	94.1%	88.3%	Financial Year	↓			<85%	85%<	90.0%	81.5%	65.0%	73.5%	100.0%	69.3%	87.7%
	6.5	Number of children with a CP plan per 10,000 population under 18	Low	Rate per 10,000	65.3	70.6	65.4			↑			more than +/10	+/-10	+/-5 of 52.3	69.2	74.7	46.1	26.4	42.9	-
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Info	Rate per 10,000	9.2	8.5	2.8	93.8	Financial Year	↓					n/a	72.37	93.05				
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate per 10,000	8.0	3.7	6.7	105	Financial Year	↑			<55	55>	59.9	62.74	85.38	67.8	39.0	52.1	-
	6.8	% of children becoming the subject of a CP plan for a second or subsequent time within 2 years - rolling 12 months	Low	Percentage	4.2%	4.4%	4.7%			↓			<6%	6%>	4%	4.4%	4.0%				
	6.9	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	13.2%	13.8%	12.7%			↑			<16%	16%>	14%	11.1%	10.8%	16.1%	7.7%	16.6%	13.3%
	6.10	% of open CP plans lasting 2 years or more	Low	Percentage	0.0%	0.0%	0.8%			↓			<3.6%	3.6%	2.6%	4.9%	4.2%	1.6%	0.0%	2.3%	0.0%
	6.11	% of CP plans lasting 2 years or more - ceased within period	Low	Percentage	2.2%	0.0%	2.6%	4.8%	Financial Year	↓			<6.5%	6.5%>	4.5%	6.8%	20/478 4.18%	3.4%	0.0%	3.7%	2.4%
	6.12	% of CP cases which were reviewed within timescales	High	Percentage	96.4%	86.0%	98.9%	94.2%		↑			<95%	95%>	98%	95.3%	96.4%	97.6%	100.0%	94.0%	100.0%
	6.13	% CPP with an up to date plan	High	Percentage	98.9%	98.5%	100.0%			↑			<93%	93%>	95%		97.6%				
6.14	% of CPP with visits in the last 2 weeks	High	Percentage	96.0%	95.7%	99.0%			↑			<90%	90%>	95%		84.1%					
LOOKED AFTER CHILDREN	7.1	Number of Looked After Children	Info	Count	430	422	432			↑					n/a		407				
	7.2	Rate of Looked After Children per 10,000 population aged under 18	Info	Rate per 10,000	76.2	74.8	76.6			↑			more than +/5	+/-5	up to +/2 of 73.5	70	70	73.4	49.0	60.0	-
	7.3	Admissions of Looked After Children	Info	Count	10	19	20	208	Financial Year	↑					n/a	147	175				
	7.4	Number of children who have ceased to be Looked After Children	High	Count	15	9	13	192	Financial Year	↑					n/a	136	160				
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption)	High	Percentage	53.3%	66.7%	46.2%	40.1%	Financial Year	↓			<33%	33%>	35%	55 40.44%	60 37.50%				
	7.6	LAC cases reviewed within timescales	High	Percentage	89.2%	98.3%	99.0%	83.3%	Financial Year	↑			<90%	90%<	95%	98.6%	352/371 94.9%				
	7.7	Percentage of children adopted	High	Percentage	13.3%	22.2%	30.8%	22.9%	Financial Year	↑			<20%	20%<	22.7%	26.5%	26.3%	25.1%	35.0%	17.0%	37.0%

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					Jan-16	Feb 16	Mar 16	YTD	DATA NOTE				Red	Amber	Target Green	2013/14	2014/15	STAT NEIGH AVE	BEST STAT NEIGH	NAT AVE	NAT TOP QTILE THRESHOLD
L	7.8	Health of Looked After Children - up to date Health Assessments	High	Percentage	93.8%	93.1%	92.8%			↓	Yellow		<90%	90%<	95%	82.7%	81.4%				
	7.9	Health of Looked After Children - up to date Dental Assessments	High	Percentage	93.2%	95.8%	94.5%			↓	Yellow		<90%	90%<	95%	42.5%	58.8%				
	7.10	% of LAC with a PEP	High	Percentage	97.0%	95.3%	97.8%			↑	Green		<90%	90%<	95%	65.7%	68.7%				
	7.11	% of LAC with up to date PEPs	High	Percentage	90.7%	90.6%	95.0%			↑	Green		<90%	90%<	95%	72.9%	71.4%				
	7.12	% of eligible LAC with an up to date plan	High	Percentage	98.6%	97.7%	98.4%			↑	Green		<93%	93%<	95%	67.0%	98.8%				
	7.13	% of completed LAC visits which were completed within timescale - National Minimum standard	High	Percentage	96.8%	95.3%	98.1%			↑	Green		<95%	95%<	98%		94.9%				
	7.14	% of completed LAC visits which were completed within timescale - Rotherham standard	High	Percentage	80.2%	77.8%	80.2%			↑	Red		<85%	85%<	90%		64.0%				
CARE LEAVERS	8.1	Number of care leavers	Info	Count	198	196	197			↑	Grey				n/a		183				
	8.2	% of eligible LAC with an up to date pathway plan	High	Percentage	93.9%	95.9%	97.5%			↑	Green		<93%	93%<	95%		69.8%				
	8.3	% of care leavers in suitable accommodation	High	Percentage	98.5%	96.4%	96.5%			↑	Yellow		<95%	95%<	98%	96.3%	97.8%	74.2%	100.0%	77.8%	90.0%
	8.4	% of care leavers in employment, education or training	High	Percentage	63.1%	65.8%	68.0%			↑	Red		<70%	70%<	72%	52.3%	71.0%	40.8%	65.0%	45.0%	55.8%
PLACEMENTS	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	74.5%	72.5%	72.7%			↑	Green		<68%	68%<	70%	68.8%	110/153 71.9%	67.6%	79.0%	67.0%	71.1%
	9.2	% of LAC who have had 3 or more placements - rolling 12 months	Low	Percentage	11.3%	12.1%	11.9%			↑	Yellow		>12%	12%>	10%	11.2%	49/409 12.0%	9.6%	7.0%	11.0%	9.0%
ADOPTIONS	10.1	% of adoptions completed within 12 months of SHOBBPA	High	Percentage	100.0%	100.0%	80.0%	53.5%	Financial Year	↓	Red	Red	<83%	83%<	85%	55.6%	84.6%				
	10.2	Average number of days between a child becoming Looked After and having a adoption placement (A1) (Rolling 12 months)	Low	Rolling year - ave count	368.0	348.4	338.4	338.5	Rolling Year	↑	Green	Green	>511	511>	487	661	417.5	507.3	328.0	525.0	468.0
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Rolling year - ave count	159.5	141.7	137.9	137.9	Rolling Year	↑	Green	Red	>127	127>	121	315	177.3	217.1	45.0	217.0	163.0
CASELOAD	11.1	Maximum caseload of social workers in key safeguarding teams (excluding children's disability team)	Low	Average count	29	30	23			↑	Yellow		25+	24>	22						
	11.2	Maximum caseload of social workers in LAC	Low	Average count	18	18	18			→	Green		21+	20>	18						
	11.3	Average number of cases per qualified social worker in LAC	Within Limits	Average count	11.7	12.8	12.6			↓	Green		over 1% above range	1% above range	14-20						
	11.4	Average number of cases per qualified social worker in Duty Teams	Within Limits	Average count	17.2	11.3	13.7			↑	Green		over 1% above range	1% above range	16-22		11.2				
	11.5	Average number of cases per qualified social worker in CIN North Teams	Within Limits	Average count	14.7	17.1	16.6			↓	Green		over 1% above range	1% above range	16-22		18.2				
	11.6	Average number of cases per qualified social worker in CIN Central Teams	Within Limits	Average count	19.2	16.6	17.9			↑	Green		over 1% above range	1% above range	16-22						
	11.7	Average number of cases per qualified social worker in CIN South Teams	Within Limits	Average count	15.7	17.8	17.3			↓	Green		over 1% above range	1% above range	16-22		17.4				
	11.8	Average number of cases per qualified social worker in Children's Disability Team	Within Limits	Average count	14.9	13.5	14.9			↑	Green		over 1% above range	1% above range	16-22		22.7				
	11.9	Average number of cases per qualified social worker in Child Sexual Exploitation team	Within Limits	Average count	4.9	4.4	5.4			↑	Green		over 1% above range	1% above range	16-22		18				

## EARLY HELP

### DEFINITION

Early Help is where an LA works in partnership to address problems at the earliest opportunity before they are able to escalate and by helping to break the longer term intergenerational cycle of poor outcomes.

### PERFORMANCE ANALYSIS

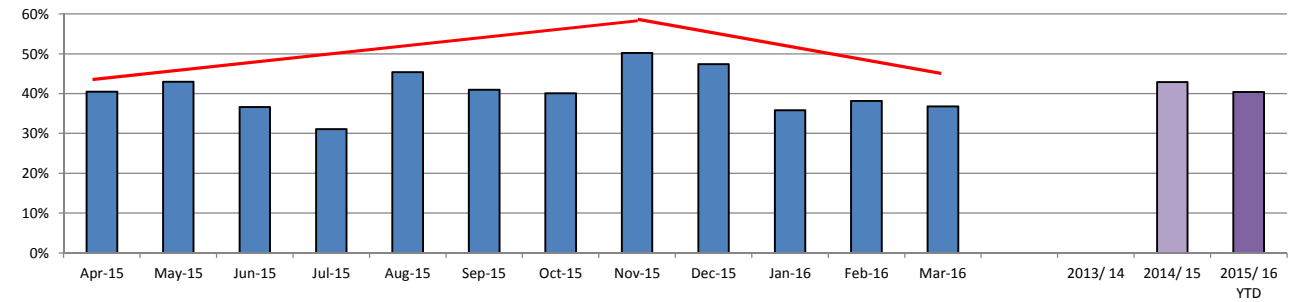
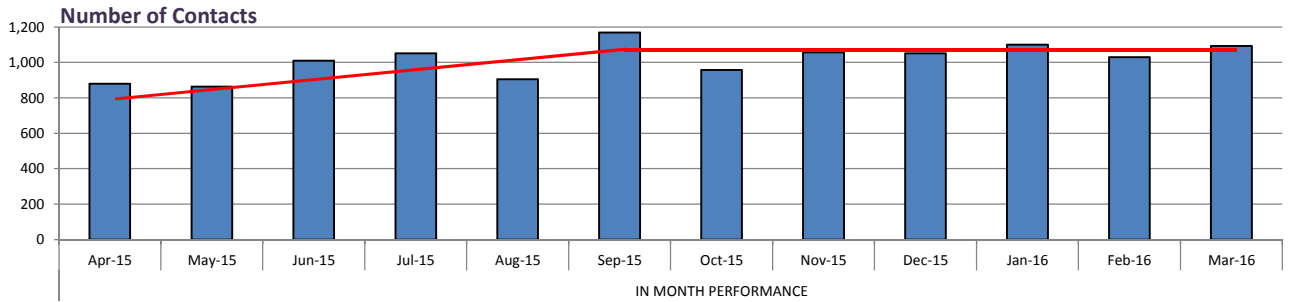
The new Early Help Pathway was launched on the 18th January 2016. From April 2016, performance reporting will be broken down into the three (North, South Central) Locality Teams as well as incorporating the 3 new performance measures for the Early Help Triage Team. A draft scorecard is now available and the finalised version produced Monthly from April 2016. There are currently 25 performance indicators and 7 new Human Resource indicators. 17 measures will be reported monthly, 8 measures will be reported Quarterly. The indicators include a mixture of statutory, national and local and will help us to evidence our improvements over a period of time. We will measure our success by monitoring a series of measures including; reduction in CIN, increase in school attendance, increase in Children's Centres reach, reduction of NEET, an increase in EET and a reduction of Persistent Absence

# CONTACTS

**DEFINITION** An initial contact is where a LA receives a contact about a child, and where there is a request for general advice, information or a social care service. Contacts received are screened against an agreed multi-agency threshold criteria for social care, where a manager agrees these thresholds have been met the contact progresses to a 'Referral' for consideration of an assessment and/or the services which may be required for a child.

**PERFORMANCE ANALYSIS** The Rotherham MASH went live in April 2015. Processes and performance were reviewed during May 2015 and some key remedial actions were taken in response. A recent independent review of the MASH reported to the Improvement Board in March 2016 that while there was still further work to do 'enormous' progress had been made in a very short space of time. The numbers of contacts into the system rose in the early months and then have remained relatively stable. There has been some rebalancing of numbers in terms of their sources. This will be commented upon further in the next section. There will be a number of factors that impact on the general volume of contacts. Initially as confidence in the competence and responsiveness of the service increases there would be an expectation that contacts from some sources would rise. The independent review of the MASH predicted this might happen. Then as some key safeguarding partners increase their understanding about social care thresholds contacts from these sources will reduce. Finally as the Early Help pathway is developed and better understood, families who might previously have been referred to social care will be rerouted at source into Early Help services. The volume of contacts will continue to be monitored in order to track any trends or patterns that may emerge.

		2.1	2.2	2.4
		No. Contacts	% Contacts with decision within 1 working day	% Contacts progressing to referral
<b>IN MONTH PERFORMANCE</b>	Apr-15	879	94.2%	40.5%
	May-15	864	80.2%	42.9%
	Jun-15	1010	97.2%	36.6%
	Jul-15	1051	95.5%	31.1%
	Aug-15	904	98.0%	45.4%
	Sep-15	1169	98.6%	41.0%
	Oct-15	958	99.4%	40.1%
	Nov-15	1056	99.1%	50.2%
	Dec-15	1052	98.8%	47.4%
	Jan-16	1100	98.4%	35.8%
	Feb-16	1030	98.7%	38.2%
	Mar-16	1092	96.5%	36.8%



<b>ANNUAL TREND</b>	2013/ 14		
	2014/ 15	10517	42.9%
	2015/ 16 YTD	12165	96.5%

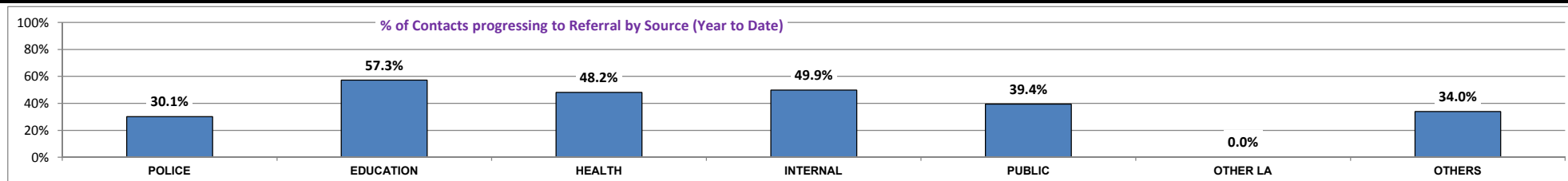
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## CONTACTS BY SOURCE

**DEFINITION** An initial contact is where a LA receives a contact about a child, and where there is a request for general advice, information or a social care service. Contacts received are screened against an agreed multi-agency threshold criteria for social care, where a manager agrees these thresholds have been met the contact progresses to a 'Referral' for consideration of an assessment and/or the services which may be required for a child. The analysis below provides a breakdown of numbers and progression rates to referral by the source of contact.

**PERFORMANCE ANALYSIS** The development of the MASH scorecard is helping us to identify more clearly the source of the contact. When the past 12 months data was reviewed it appears that contacts made by education which includes schools has risen over the past few months. On the basis of feedback from schools it is understood that this is indicative of increased confidence in the quality and helpfulness of the service at the front door. There has been some reduction in the number of contacts from Health services which may be an indication of better understanding of thresholds for social care. This is an area of awareness raising that has been worked on in recent months. The majority of contacts from the Police relate to domestic abuse notifications. There has been a strengthened daily triage system in place deal with these. The Independent Domestic Abuse Advisor works with a MASH Social Worker to assess cases. This guarantees immediate actions are in place to ensure the safety of the individual and any children involved. The improved Early Help pathway will assist overtime in effectively diverting some contacts directly into EH Triage Team.

	(1) POLICE			(2) Education services (inc Schools)			(3) Health services			(4) Internal council services			(5) Members of public (inc. self / parent)			(6) OTHER LOCAL AUTHORITIES			(7) Others (inc Children centres, Legal services, cafcass)			
	Total Contacts	No. prog to referral	% prog. to referral	Total Contacts	No. prog to referral	% prog. to referral	Total Contacts	No. prog to referral	% prog. to referral	Total Contacts	No. prog to referral	% prog. to referral	Total Contacts	No. prog to referral	% prog. to referral	Total Contacts	No. prog to referral	% prog. to referral	Total Contacts	No. prog to referral	% prog. to referral	
<b>IN MONTH PERFORMANCE</b>	Apr-15	361	137	38.0%	129	71	55.0%	95	38	40.0%	126	58	46.0%	53	19	28.9%	2	0	0.0%	113	33	29.2%
	May-15	305	97	31.8%	122	62	50.8%	130	71	54.6%	120	71	59.2%	65	27	22.8%	0	0	-	122	43	35.2%
	Jun-15	319	86	27.0%	138	67	48.6%	145	57	39.3%	152	72	47.4%	99	38	38.4%	0	0	-	157	50	31.8%
	Jul-15	374	81	21.7%	119	53	44.5%	164	77	47.0%	159	61	38.4%	110	26	23.6%	0	0	-	125	29	23.2%
	Aug-15	404	146	36.1%	0	0	-	163	89	54.6%	129	78	60.5%	109	60	55.0%	0	0	-	99	37	37.4%
	Sep-15	373	114	30.6%	151	87	57.6%	135	60	44.4%	184	98	53.3%	154	59	38.3%	0	0	-	172	61	35.5%
	Oct-15	318	74	23.3%	147	81	55.1%	144	68	47.2%	150	78	52.0%	91	40	44.0%	0	0	-	108	43	39.8%
	Nov-15	358	147	41.1%	183	126	68.9%	146	82	56.2%	121	58	47.9%	113	58	51.3%	0	0	-	135	59	43.7%
	Dec-15	399	135	33.8%	155	97	62.6%	145	86	59.3%	124	77	62.1%	104	53	51.0%	0	0	-	125	51	40.8%
	Jan-16	408	86	21.1%	168	105	62.5%	121	52	43.0%	142	68	47.9%	142	53	37.3%	0	0	-	119	30	25.2%
	Feb-16	404	121	30.0%	133	79	59.4%	119	56	47.1%	167	81	48.5%	99	24	24.2%	0	0	-	108	32	29.6%
	Mar-16	360	97	26.9%	141	81	57.4%	129	53	41.1%	161	66	41.0%	164	56	34.1%	0	0	-	137	49	35.8%
	<b>ANNUAL TREND</b>	2013/ 14																				
2014/ 15																						
2015/ 16 YTD		4383	1321	30.1%	1586	909	57.3%	1636	789	48.2%	1735	866	49.9%	1303	513	39.4%	2	0	0.0%	1520	517	34.0%



# REFERRALS

## DEFINITION

An Initial Contact will be progressed to a 'referral' where the social worker or manager considers an assessment and/or services may be required for a child or further information is required to make an informed decision.

## PERFORMANCE ANALYSIS

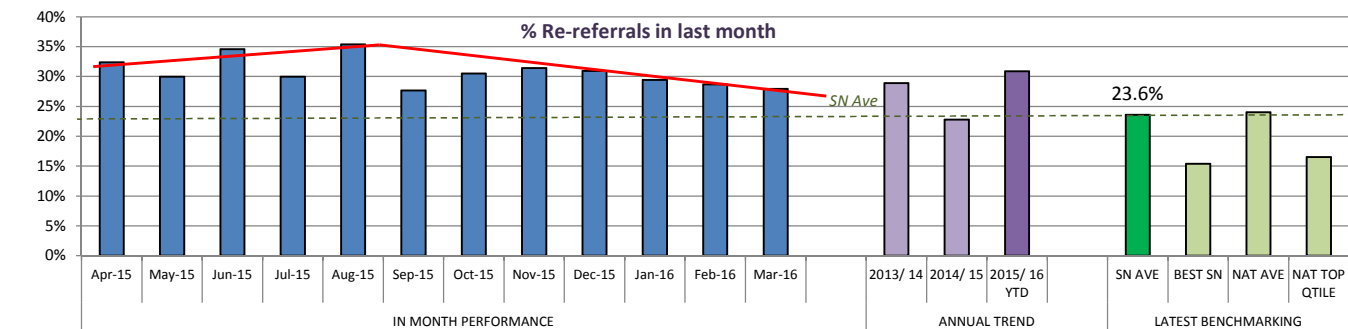
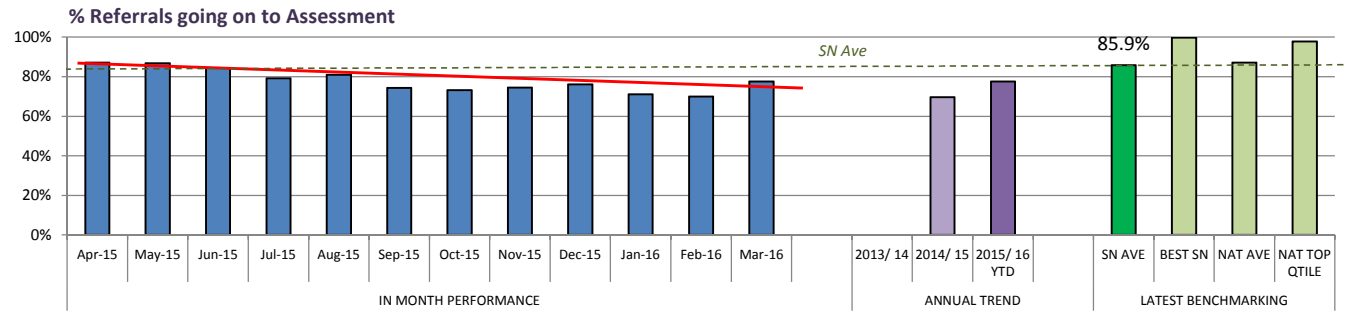
Both contacts and referrals are being dealt with in a timely way, this has been evidenced by the data and validated by Ofsted during 3 separate improvement visits and by the independent review of MASH reported to the Improvement Board in March 2016. There is now a downward trajectory for re-referrals although the higher numbers earlier in the year continue to impact negatively on the rolling 12 month figure. Improvements in the quality of assessments first time around and the developing early help offer are both understood to have supported better performance in this area. As the MASH has developed, more work is undertaken at referral stage in terms of information sharing and effective triage. This is resulting on fewer referrals converting to assessment which suggests in turn that resources are being better targeted to need and families are getting a more appropriate response. The independent review found that Social work analysis and articulation of need, harm and risk within the MASH is viewed as good, far better than in many other local authority settings visited. This is apparent in social work analysis and the recommendations being made by decision makers.

	2.3	2.7	2.6	2.8
	No. of Referrals	% Referral decision was made within 48 hours	% Referrals going on to Assessment	% Re-referrals in last month

IN MONTH PERFORMANCE	Apr-15	356	94.4%	87.1%	32.4%
	May-15	371	91.1%	86.8%	30.0%
	Jun-15	370	96.2%	84.3%	34.6%
	Jul-15	327	96.3%	79.2%	30.0%
	Aug-15	410	93.7%	81.0%	35.3%
	Sep-15	479	97.9%	74.3%	27.6%
	Oct-15	384	97.9%	73.2%	30.5%
	Nov-15	530	97.0%	74.5%	31.4%
	Dec-15	499	98.6%	76.2%	30.9%
	Jan-16	394	96.4%	71.1%	29.4%
	Feb-16	393	97.7%	70.0%	28.6%
	Mar-16	402	99.0%	77.6%	27.9%

ANNUAL TREND	2013/ 14				28.9%
	2014/ 15	4513		69.6%	22.8%
	2015/ 16 YTD	4915	96.5	77.6%	30.9%

LATEST BENCHMARKING	SN AVE			85.9%	23.6%
	BEST SN			99.7%	15.4%
	NAT AVE			87.1%	24.0%
	NAT TOP QTILE			97.8%	16.5%



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## ASSESSMENTS - STARTED

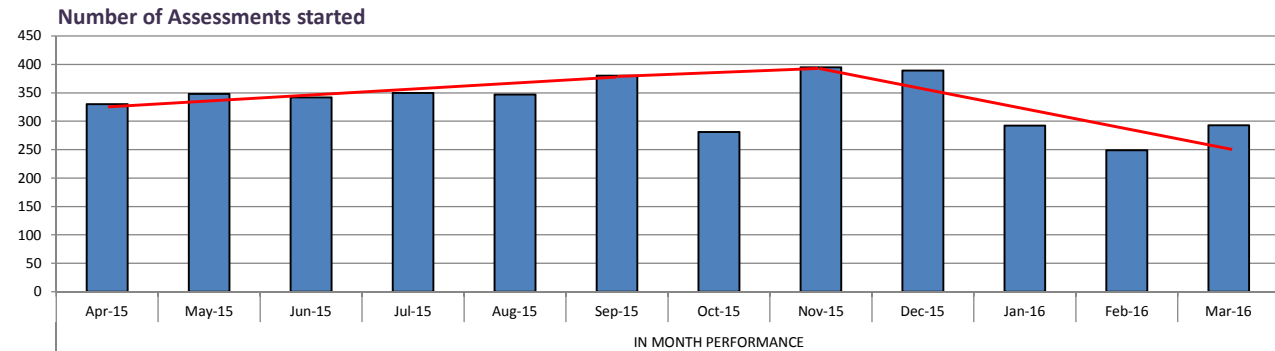
### DEFINITION

If a child meets the Children's Act definition of 'Child in Need' or is likely to be at risk of significant harm, authorisation will be given for an assessment of needs to be started to determine which services to provide and what action to take.

### PERFORMANCE ANALYSIS

There is a current pattern of reducing number of assessments but an increase in their complexity. This might be indicative of the fact that the service is better able to judge risk and respond proportionately - this a trend which will be further observed and analysed over coming weeks and months.

		3.1 Number of Assessments started
IN MONTH PERFORMANCE	Apr-15	330
	May-15	348
	Jun-15	342
	Jul-15	350
	Aug-15	347
	Sep-15	380
	Oct-15	281
	Nov-15	395
	Dec-15	389
	Jan-16	292
	Feb-16	249
	Mar-16	293



— trendline

ANNUAL TREND		
2013/ 14		
2014/ 15	3929	
2015/ 16 YTD	3996	

LATEST BENCHMARKING		
SN AVE		
BEST SN		
NAT AVE		
NAT TOP QTILE		

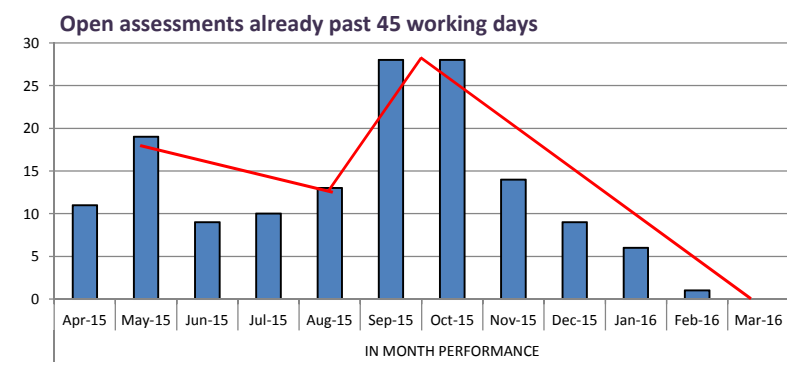
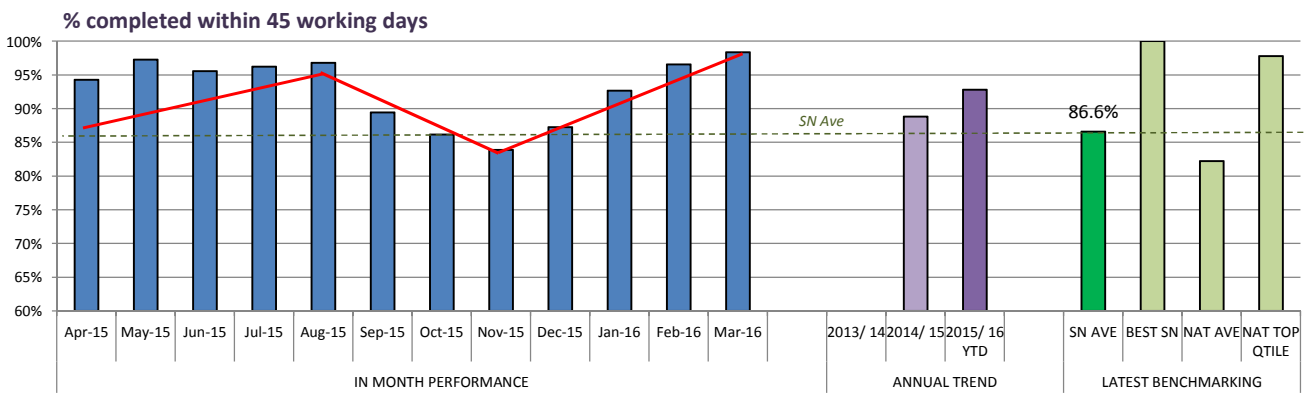


## ASSESSMENTS - COMPLETED

**DEFINITION** National Working Together guidelines state that the maximum timeframe for the assessment to be completed is 45 working days from the point of referral. If, in discussion with a child and their family and other professionals, an assessment exceeds 45 working days the social worker should record the reasons for exceeding the time limit.

**PERFORMANCE ANALYSIS** A combination of the reduction in the volume of work, changes to the way duty teams are organised and increased management grip has seen a significant improvement in the timeliness of assessments completed again this month. The emphasis on quality remains and this will continue to be monitored to ensure that the drive to improve timeliness is not at the cost of achieving best practice. Feedback from the Ofsted Improvement visit found 'No widespread or serious concerns. Clear improvement in practice and management oversight since the last visit in October 2015'. While the inspector identified a number of examples of 'good' assessments during her visit there remains further work to do to ensure consistently good quality assessments are produced right across the service.

		3.2	3.3
		% completed within 45 working days	Open assessments already past 45 working days
<b>IN MONTH PERFORMANCE</b>	Apr-15	94.3%	11
	May-15	97.2%	19
	Jun-15	95.6%	9
	Jul-15	96.2%	10
	Aug-15	96.8%	13
	Sep-15	89.5%	28
	Oct-15	86.2%	28
	Nov-15	83.9%	14
	Dec-15	87.3%	9
	Jan-16	92.7%	6
	Feb-16	96.6%	1
	Mar-16	98.4%	0
<b>ANNUAL TREND</b>	2013/ 14		
	2014/ 15	88.8%	
	2015/ 16 YTD	92.8%	
<b>LATEST BENCHMARKING</b>	SN AVE	86.6%	
	BEST SN	100.0%	
	NAT AVE	82.2%	
	NAT TOP QTILE	97.8%	



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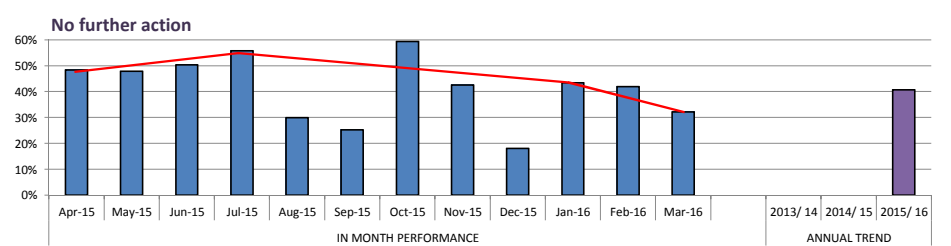
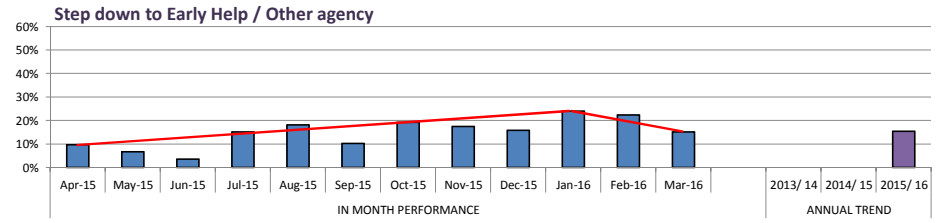
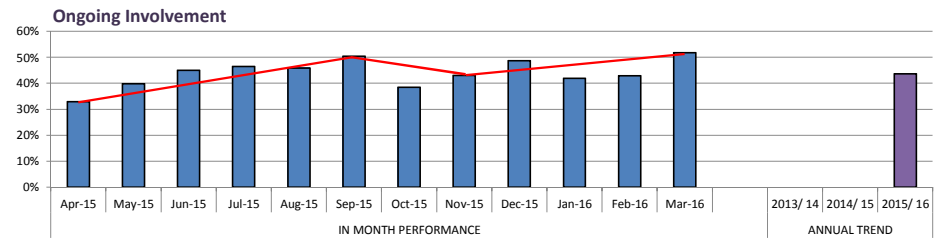
## ASSESSMENTS - OUTCOMES

**DEFINITION** Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interests. Local monitoring processes were reviewed and new outcome options established June 2015 therefore care should be taken when comparing trend data from before that time.

**PERFORMANCE ANALYSIS** The number of assessments that are resulting in 'No Further Action' is downward overall which is a positive reflection on the improvement of the quality of decision making and application of thresholds. The downward trend of repeat referrals support the conjecture. While it has been positive to see an increase in step down decisions as opposed to closure of cases it is better for families to be directed straight into early help wherever possible rather than be routed through social care in first instance. As early help pathways become more familiar to referring agencies the numbers of contacts, referrals and then assessments in social care should start to decrease.

		3.4		3.5		3.6		3.7		3.8	
		Ongoing Involvement		No further action		Step down to Early Help		Out of area		Not Recorded/Other	
<b>IN MONTH PERFORMANCE</b>	Apr-15	92 of 280	32.9%	158 of 280	48.3%	27 of 280	9.6%	2 of 280	0.7%	1 of 280	0.4%
	May-15	130 of 327	39.8%	173 of 327	47.8%	22 of 327	6.7%	2 of 327	0.6%	0 of 327	0.0%
	Jun-15	163 of 362	45.0%	186 of 362	50.3%	13 of 362	3.6%	0 of 362	0.0%	0 of 362	0.0%
	Jul-15	172 of 370	46.5%	139 of 370	55.8%	56 of 370	15.1%	3 of 370	0.8%	0 of 370	0.0%
	Aug-15	114 of 249	45.8%	88 of 249	29.9%	45 of 249	18.1%	2 of 249	0.8%	0 of 249	0.0%
	Sep-15	148 of 294	50.3%	113 of 294	25.2%	30 of 294	10.2%	2 of 294	0.7%	1 of 294	0.3%
	Oct-15	172 of 448	38.4%	177 of 448	59.4%	86 of 448	19.2%	13 of 448	2.9%	0 of 448	0.0%
	Nov-15	128 of 298	43.0%	110 of 298	42.5%	52 of 298	17.4%	7 of 298	2.3%	1 of 298	0.3%
	Dec-15	126 of 259	48.6%	89 of 259	18.1%	41 of 259	15.8%	3 of 259	1.2%	0 of 259	0.0%
	Jan-16	206 of 492	41.9%	165 of 492	43.4%	118 of 492	24.0%	3 of 492	0.6%	0 of 492	0.0%
	Feb-16	163 of 380	42.9%	128 of 380	42.0%	85 of 380	22.4%	2 of 380	0.5%	2 of 380	0.5%
	Mar-16	158 of 305	51.8%	98 of 305	32.1%	46 of 305	15.1%	1 of 305	0.3%	2 of 305	0.7%
	<b>ANNUAL TREND</b>	2013/ 14									
2014/ 15											
2015/ 16		1772 of 4064	43.6%	1624 of 4064	40.7%	621 of 4064	15.4%	40 of 4064	1.0%	7 of 4064	0.2%

— trendline



## PLANS - IN DATE

### DEFINITION

A child's plan is to be developed for an individual child if they have a "wellbeing need" that requires a targeted intervention. Each type of plan has a completion target. When a Looked After Child reaches 16 years and 3 months they become eligible for a 'Pathway Plan' - this plan focuses on preparing a young person for adulthood and their future (For example; future accommodation, post 16 Education/Training and Employment)

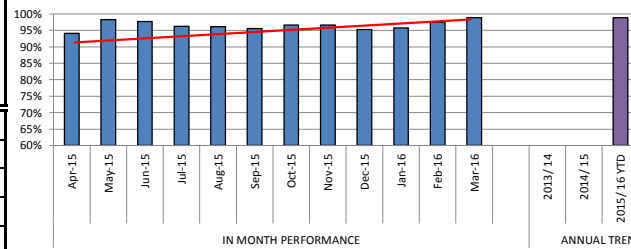
### PERFORMANCE ANALYSIS

For all plan types the exceptions are reviewed at the weekly performance meetings so that the reasons for an absence of an up to date plan is clearly understood by senior managers. Performance in relation to plans remains high and has further improved for CIN. It is well understood that the quality of plans is crucial in terms of securing good outcomes for children and this will continue to be the focus of the 'Beyond Auditing' work that is underway across the localities.

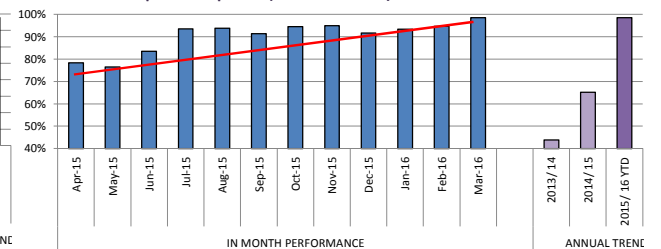
The new management team in the Children in Care (LAC) service is renewing the focus on both the completion of plans and their quality. All exceptions are reviewed on at least a fortnightly basis by senior managers and more frequently by operational managers. Work is under way to make the children in care plans more young person friendly and this work will be undertaken in consultation with children and young people.

	5.4	5.5	6.13	7.12	8.2	
	CIN with a recorded plan (open at least 45 days)	CIN with an up-to-date plan (open at least 45 days)	CPP with an up to date plan	LAC with an up to date plan	Eligible LAC with an up to date pathway plan	
IN MONTH PERFORMANCE	Apr-15	94.1%	78.3%	97.0%	94.1%	77.6%
	May-15	98.3%	76.5%	100.0%	94.3%	85.2%
	Jun-15	97.7%	83.5%	100.0%	95.5%	92.8%
	Jul-15	96.3%	93.6%	99.2%	98.8%	94.2%
	Aug-15	96.2%	93.8%	100.0%	98.1%	98.5%
	Sep-15	95.6%	91.4%	99.8%	98.8%	94.9%
	Oct-15	96.6%	94.6%	99.5%	98.8%	94.9%
	Nov-15	96.6%	95.0%	99.7%	98.3%	94.9%
	Dec-15	95.3%	91.7%	99.4%	98.1%	93.1%
	Jan-16	95.8%	93.3%	98.9%	98.6%	93.9%
	Feb-16	97.6%	94.6%	98.5%	97.7%	95.9%
	Mar-16	98.9%	98.6%	100.0%	98.4%	97.5%
	ANNUAL TREND	2013/14		43.8%	82.8%	67.0%
2014/15			65.1%	97.6%	98.8%	69.8%
2015/16 YTD		98.9%	98.6%	100.0%	98.4%	97.5%
LATEST BENCHMARKING	SN AVE					
	BEST SN					
	NAT AVE					
	NAT TOP QTILE					

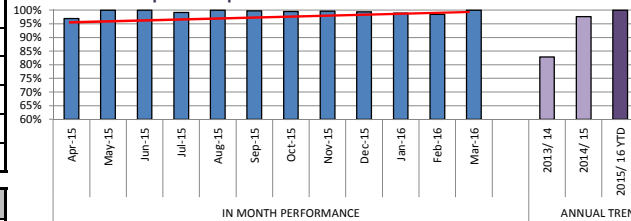
CIN with a recorded plan - open at least 45 days



CIN with an up-to-date plan - open at least 45 days

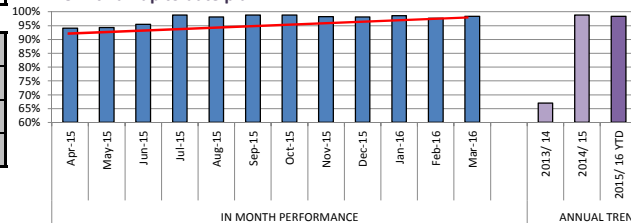


CPP with an up to date plan

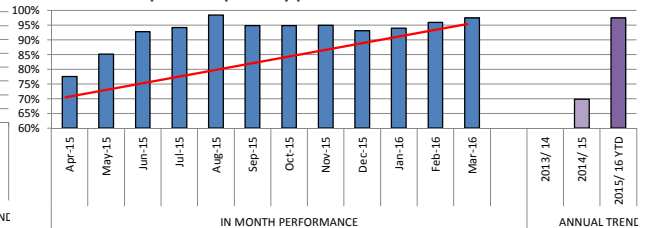


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LAC with an up to date plan



LAC with an up to date pathway plan



## SECTION 47 INVESTIGATIONS - STARTED

### DEFINITION

If there is reasonable cause to suspect a child is suffering or likely to be suffering significant harm a Strategy Discussion will be convened between child protection staff and other relevant bodies. The Strategy Discussion may then decide to launch a Section 47 enquiry. This means the local authority must investigate the case further.

### PERFORMANCE ANALYSIS

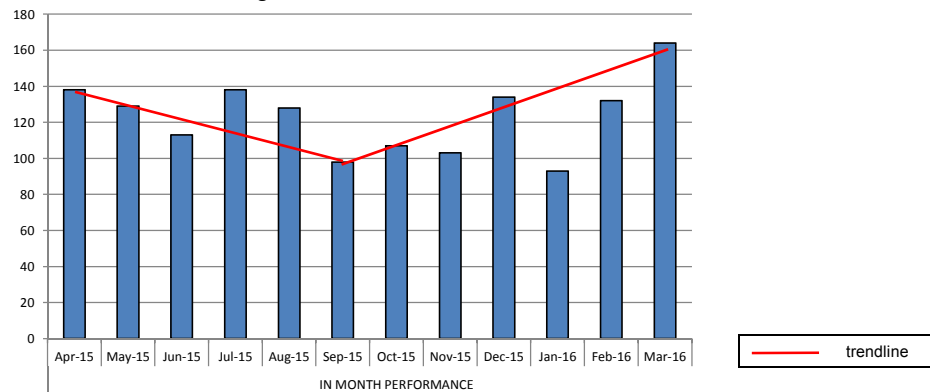
The numbers of S47 investigations remain high and this is currently the subject of intensive review. The Head of Safeguarding and Quality Assurance has commenced the work and a report will be available by the end of May 2016. Early Indications are that the numbers are thought to reflect an ongoing lack of confidence about addressing presenting risk in any way other than by S47/child protection investigation. This is risk averse practice not uncommon in authorities in intervention. However, although it is not indicative of practice that has children being left at risk of significant harm, (in child protection terms), it must be addressed as it represents an over interventionist style of social work practice. This which is often not effective in engaging families for the longer term. The high number in one of the weeks in March was the subject of scrutiny in a weekly performance meeting. This 'spot check', did support the feedback about the level of risk and complexity of cases being worked. This is often not effective in engaging families for the longer term. The high number in one of the weeks in March was the subject of scrutiny in a weekly performance meeting. This 'spot check', did support the feedback about the level of risk and complexity of cases being worked.

		4.1	4.2	4.3
		Number of S47's Investigations - Started	Number of S47's Investigations 12 month rolling	Rate of S47's per 10K pop. -12 month rolling
IN MONTH PERFORMANCE	Apr-15	138	1044	185.1
	May-15	129	1097	194.5
	Jun-15	113	1138	201.8
	Jul-15	138	1042	184.8
	Aug-15	128	1268	224.8
	Sep-15	98	1273	225.7
	Oct-15	107	1323	234.6
	Nov-15	103	1333	236.4
	Dec-15	134	1379	244.5
	Jan-16	93	1380	244.7
	Feb-16	132	1404	248.9
	Mar-16	164	1478	262.1

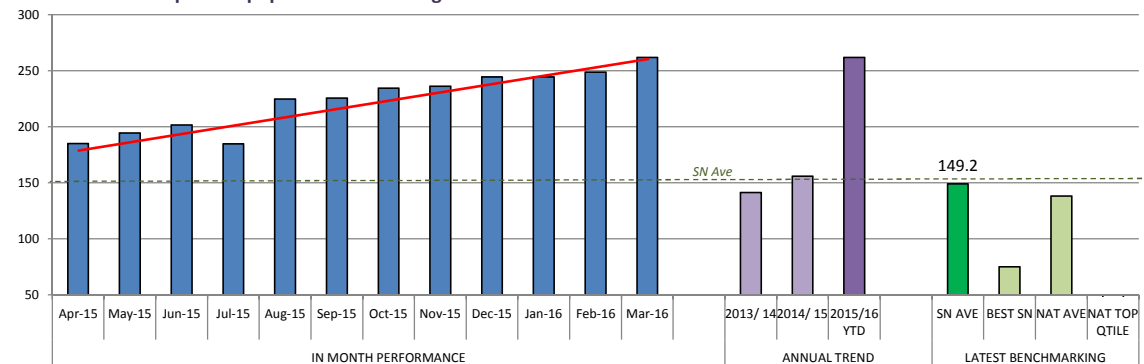
ANNUAL TREND	2013/ 14		141.3
	2014/ 15	752	156.1
	2015/16 YTD	1477	262.1

LATEST BENCHMARKING	SN AVE		149.2
	BEST SN		75.0
	NAT AVE		138.2
	NAT TOP QTILE		-

Number of S47's Investigations



Rate of S47's per 10K pop. -12 month rolling



## SECTION 47 INVESTIGATIONS - COMPLETED

**DEFINITION** Section 47 enquiries are conducted through a Child's Assessment. Depending on the outcome of a Section 47 enquiry, it may range from 'no further action necessary' through 'further monitoring needed' to the convening of a Child Protection Conference.

**PERFORMANCE ANALYSIS** As referenced previously a deep dive examination of the decision making and application of thresholds will be undertaken in Duty and Assessment and will be led by the Improvement Consultant and Head of Safeguarding. The findings will be fed back in May 2016. The numbers reported where there is no continuing risk of significant harm strongly suggests that a standard assessment under S17 rather than S47 investigation may have been a more appropriate response and the reason why the service is not opting for this option earlier in the process has to be fully understood before remedial action can be taken.

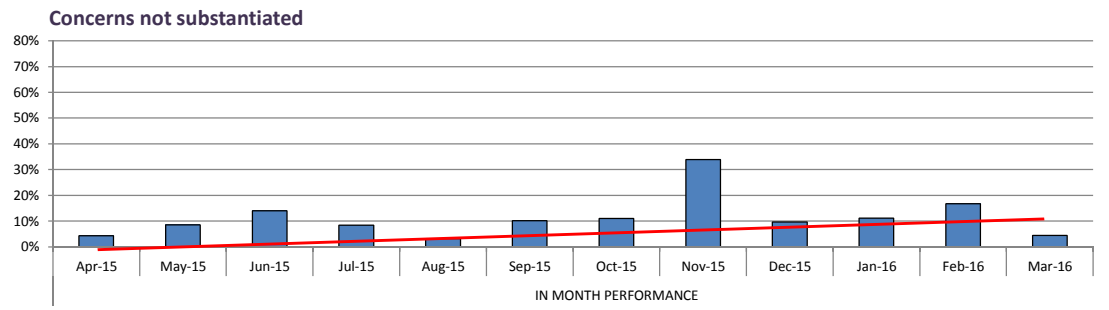
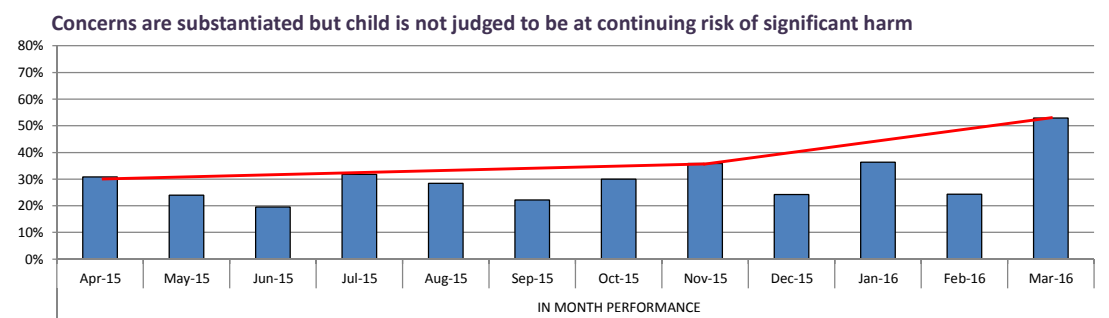
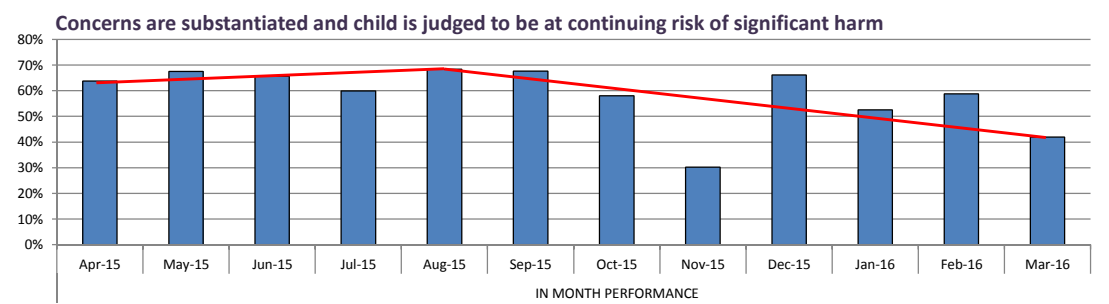
	4.4	4.5		4.6		4.7		4.8		
	Completed S47's by outcome -									
	Number of S47's Investigations - Completed	Concerns are substantiated - continuing risk of significant harm	Concerns are substantiated - no continuing risk of significant harm	Concerns not substantiated	Not recorded					

IN MONTH PERFORMANCE	Apr-15	91	58	63.7%	28	30.8%	4	4.4%	1	1.1%
	May-15	117	79	67.5%	28	23.9%	10	8.5%	0	0.0%
	Jun-15	128	84	65.6%	25	19.5%	18	14.1%	1	0.8%
	Jul-15	167	100	59.9%	53	31.7%	14	8.4%	0	0.0%
	Aug-15	95	65	68.4%	27	28.4%	3	3.2%	0	0.0%
	Sep-15	108	73	67.6%	24	22.2%	11	10.2%	0	0.0%
	Oct-15	100	58	58.0%	30	30.0%	11	11.0%	1	1.0%
	Nov-15	106	32	30.2%	38	35.8%	36	34.0%	0	0.0%
	Dec-15	124	82	66.1%	30	24.2%	12	9.7%	0	0.0%
	Jan-16	99	52	52.5%	36	36.4%	11	11.1%	0	0.0%
	Feb-16	119	70	58.8%	29	24.4%	20	16.8%	0	0.0%
	Mar-16	136	57	41.9%	72	52.9%	6	4.4%	1	0.7%

ANNUAL TREND	2013/ 14									
	2014/ 15	876								
	2015/ 16 YTD	1390	810	58.3%	420	30.2%	156	11.2%	4	0.3%

LATEST BENCHMARKING	SN AVE									
	BEST SN									
	NAT AVE									
	NAT TOP QTILE									

— trendline



## CHILDREN IN NEED (CIN)

### DEFINITION

If the child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need', as defined by Section 17 of the Children Act 1989. This means that the local authority is now legally obliged to provide the necessary services and support.

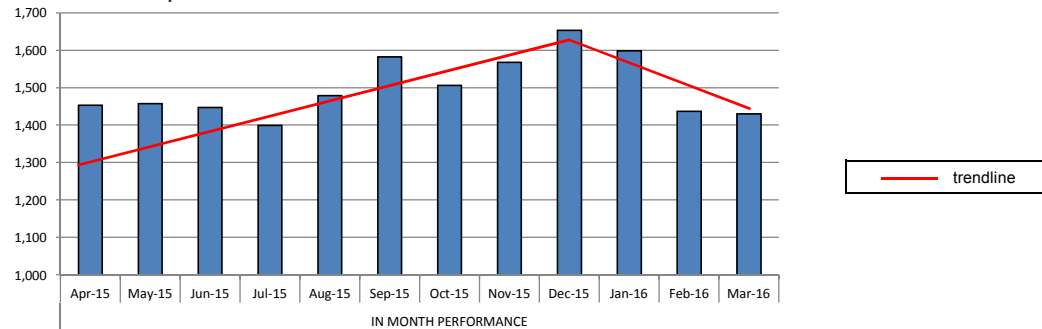
### PERFORMANCE ANALYSIS

There is no good or bad performance in relation to numbers of CIN although it is important to monitor against statistical neighbour and national averages as numbers considerably higher or lower than average can be an indicator of other performance issues.

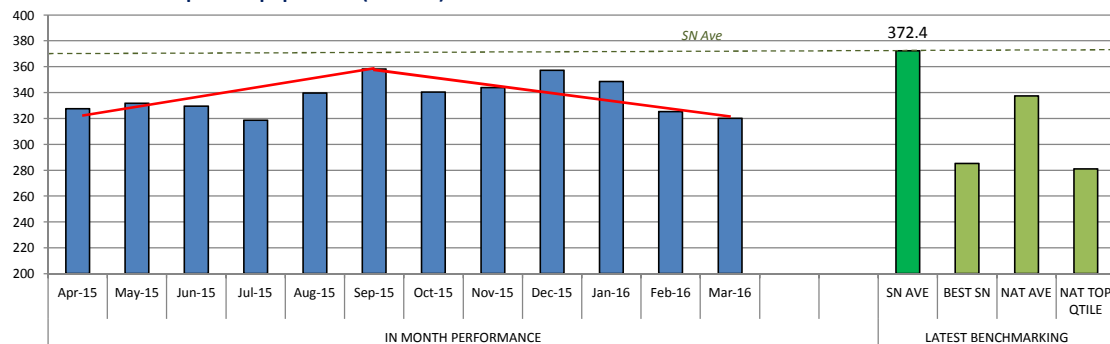
One of the measures of success of our Early Help offer will be, over time, a reduction in the numbers of CIN as families are offered support at an earlier point before concerns escalate. This is in addition to ongoing support from Tier 2 services as they are stepped down and out of statutory intervention. It is far too early in the development of the Early Help provision to conclude that the last three months reduction in numbers are the beginning of a trend. It is more likely that it represents a review that has been undertaken of all open CIN cases during the reconfiguration of the locality teams which has led to closure and stepping down of some cases where appropriate. We still predict that for a period of time numbers of CIN may rise as those with a child protection plan reduce.

		5.1	5.2	5.3
		Number of open CIN cases	Number of CIN (inc. CPP as per DfE definition)	Number of CIN per 10K pop. (inc. CPP as per DfE definition)
IN MONTH PERFORMANCE	Apr-15	1453	1847	327.5
	May-15	1457	1871	331.7
	Jun-15	1447	1858	329.4
	Jul-15	1399	1796	318.5
	Aug-15	1479	1916	339.7
	Sep-15	1582	2022	358.3
	Oct-15	1506	1920	340.4
	Nov-15	1568	1939	343.8
	Dec-15	1653	2015	357.3
	Jan-16	1598	1966	348.6
	Feb-16	1437	1835	325.4
	Mar-16	1430	1805	320.0
	ANNUAL TREND	2013/ 14		
2014/ 15				
2015/ 16 YTD				
LATEST BENCHMARKING	SN AVE			372.4
	BEST SN			285.1
	NAT AVE			337.3
	NAT TOP QTILE			281.0

Number of open CIN cases



Number of CIN per 10K population (inc. CPP)



## CHILD PROTECTION

### DEFINITION

Following a S47 investigation a child protection conference may be convened to consider all the information obtained under the Section 47 enquiry and to determine the best course of action. One of the things the child protection conference considers is whether the child should become subject to a Child Protection Plan. The aim of a child protection plan is to ensure the child is safe from harm and remains that way. As long as it is in the best interests of the child, this will involve offering support and services to the family.

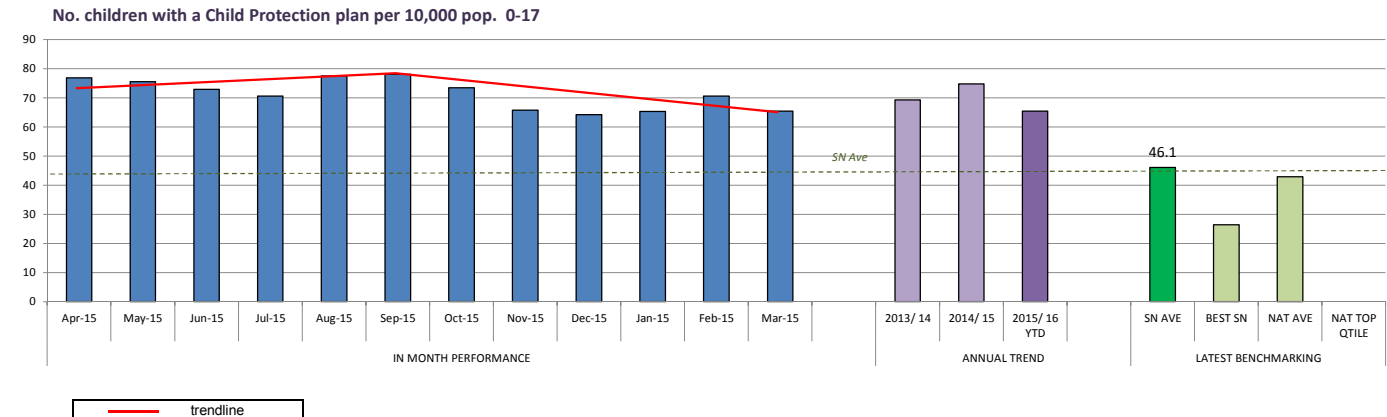
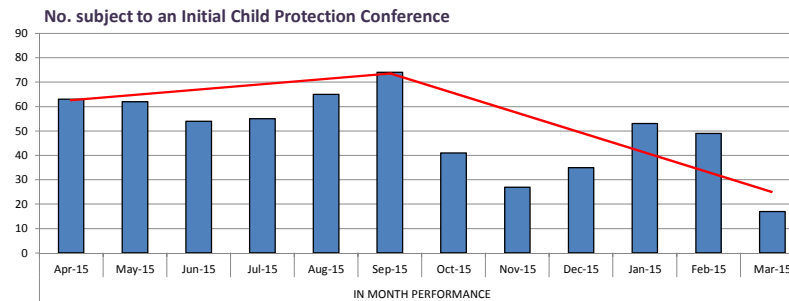
### PERFORMANCE ANALYSIS

The number of children with a child protection plan (CPP) has been much higher than that of our statistical neighbours and the national average. We would expect the numbers to fall as practice improves, CP plans are worked more effectively and managers become more confident in their decision making. Children's Social Care is already more robust in ensuring that only children where it is likely or actual significant harm has occurred are taken to conference and in ensuring that the threshold for a plan is met. The overall trend is still downward which adds further weight to the need to address the high numbers of child protection investigations (S47) which are still being undertaken.

		6.3	6.1	6.5
		No of children subject to an initial CP Conferences (in month)	No. of open CPP cases	No. of open CPP cases per 10K pop under 18
IN MONTH PERFORMANCE	Apr-15	63	433	76.8
	May-15	62	426	75.5
	Jun-15	54	411	72.9
	Jul-15	55	398	70.6
	Aug-15	65	437	77.5
	Sep-15	74	440	78.0
	Oct-15	41	414	73.4
	Nov-15	27	371	65.8
	Dec-15	35	362	64.2
	Jan-15	53	368	65.3
	Feb-15	49	398	70.6
	Mar-15	17	369	65.4

ANNUAL TREND			
2013/ 14	427		69.2
2014/ 15	556	423	74.7
2015/ 16 YTD	595		65.4

LATEST BENCHMARKING			
SN AVE			46.1
BEST SN			26.4
NAT AVE			42.9
NAT TOP QTILE			-



## INITIAL CHILD PROTECTION CONFERENCES

### DEFINITION

Following a S47 investigation a child protection conference may be convened to consider all the information obtained under the Section 47 enquiry and to determine the best course of action. One of the things the child protection conference considers is whether the child should become subject to a Child Protection Plan. The aim of a child protection plan is to ensure the child is safe from harm and remains that way. As long as it is in the best interests of the child, this will involve offering support and services to the family.

### PERFORMANCE ANALYSIS

Significant data validation issues identified earlier in the year relating to timeliness of Initial Child Protection Conferences (ICPCs) have now been addressed within systems and the performance data report amended to show in-month data rather than 'rolling year'. This has allowed for clearer understanding of current performance trends.

The year to date figure is better than statistical neighbours and national averages and we are monitoring performance closely so expect to see better consistency month-on-month and further improvement overall. In March one initial conference went over the 15 days as a result of late booking on the part of one of the locality teams. This matter has been addressed by with the manager concerned.

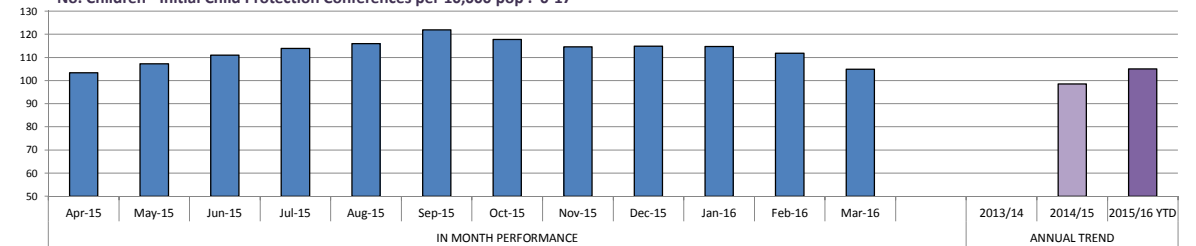
		6.2a	6.2b	6.3	6.4	
		No of children with initial CP Conference (rolling 12mth)	No. of children with Initial CP Confs per 10K pop (rolling 12mth)	No of children with initial CP Conference (in month)	No. of initial CP confs in 15 days (in month)	% of initial CP confs in 15 days (in month)
IN MONTH PERFORMANCE	Apr-15	583	103.4	63	46	73.0%
	May-15	605	107.3	62	52	83.9%
	Jun-15	626	111.0	54	43	79.6%
	Jul-15	642	113.8	55	46	83.6%
	Aug-15	654	116.0	65	60	92.3%
	Sep-15	688	122.0	74	65	87.8%
	Oct-15	664	117.7	41	37	90.2%
	Nov-15	646	114.5	27	26	96.3%
	Dec-15	648	114.9	36	35	97.2%
	Jan-16	647	114.7	54	53	98.1%
	Feb-16	631	111.9	49	48	98.0%
	Mar-16	592	105.0	17	16	94.1%

ANNUAL TREND	2013/14				
	2014/15		98.6		
	2015/16 YTD	592	105.0	597	527

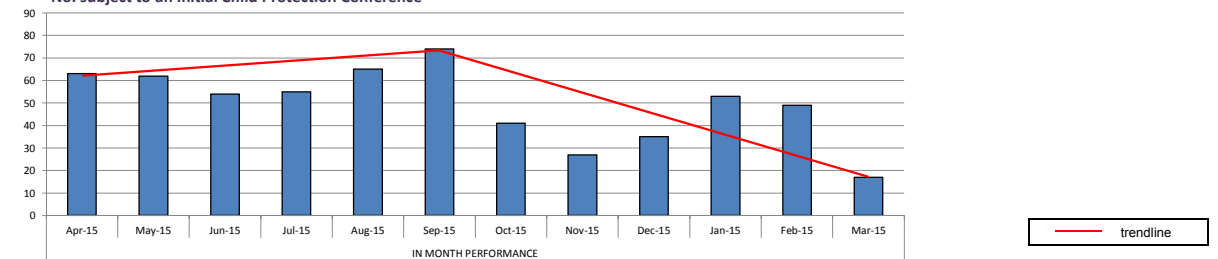
YTD figure relates to financial year not rolling

LATEST BENCHMARKING	SN AVE				73.5%
	BEST SN				100.0%
	NAT AVE				69.3%
	NAT TOP QTILE				87.7%

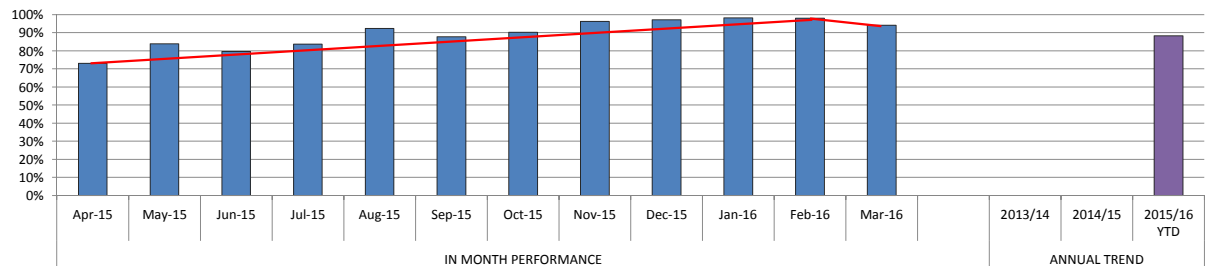
No. Children - Initial Child Protection Conferences per 10,000 pop . 0-17



No. subject to an Initial Child Protection Conference



% of S47 investigations proceeding to initial child protection conference within 15 days (based on number of children) - per month performance





## CHILD PROTECTION - TIME PERIODS

### DEFINITION

Child protection plans remain in force until the child is no longer considered at risk, moves out of the local authority area (in which case the receiving authority should convene its own child protection conference) or reaches the age of 18.

### PERFORMANCE ANALYSIS

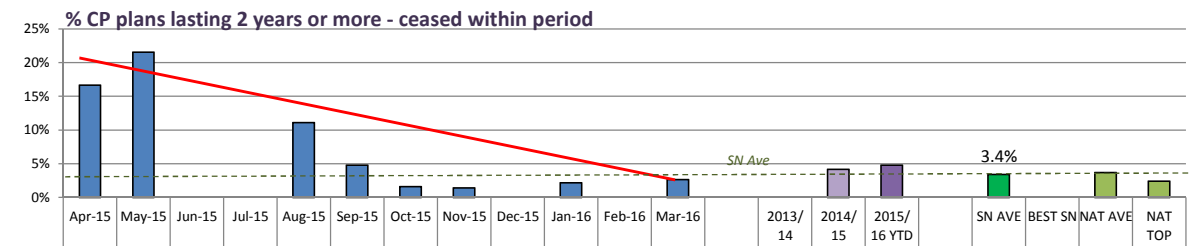
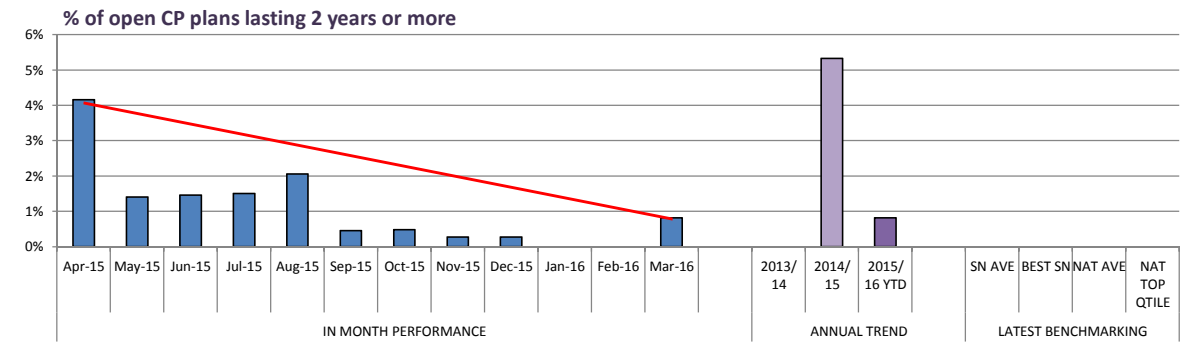
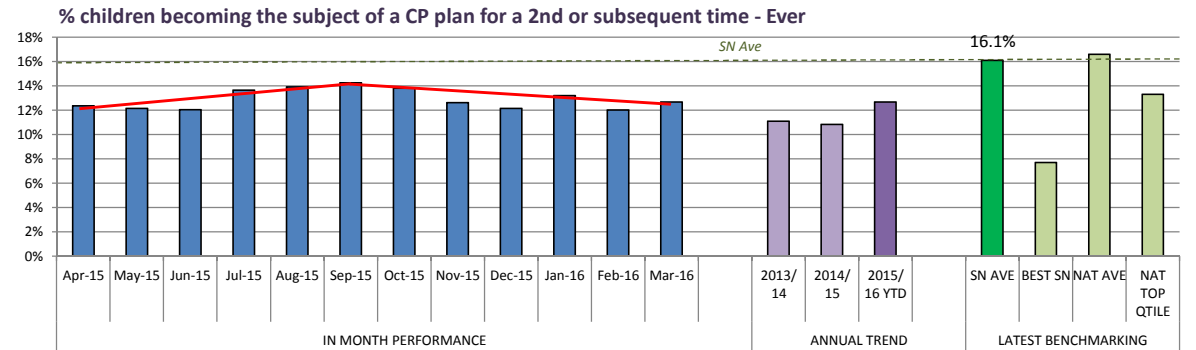
This month we have 3 children who have had a CP plan over two years duration. One of these children is now subject to care proceedings and two had their plans ceased in early April. In the last 12 months there has been a very significant improvement in performance in relation to duration of plans. This is indicative of increased grip and management oversight of these cases. The data has been checked for those children becoming subject to plans for a second or subsequent time it has been established that none of the children in the cohort have been subject to a previous plan in the last two years.

6.9		6.10		6.11	
No. of children becoming the subject of a CP plan for a 2nd or subsequent time - Ever	% children becoming the subject of a CP plan for a 2nd or subsequent time - Ever	No. of open CP plans lasting 2 years or more	% of open CP plans lasting 2 years or more	No. of CP plans lasting 2 years or more - ceased in period	% of CP plans lasting 2 years or more - ceased in period

IN MONTH PERFORMANCE	Apr-15	67 of 542	12.4%	18 of 433	4.2%	8 of 48	16.7%
	May-15	67 of 551	12.2%	6 of 427	1.4%	11 of 51	21.6%
	Jun-15	67 of 556	12.1%	6 of 412	1.5%	0 of 62	0.0%
	Jul-15	76 of 557	13.6%	6 of 399	1.5%	0 of 58	0.0%
	Aug-15	79 of 568	13.9%	9 of 438	2.1%	2 of 18	11.1%
	Sep-15	84 of 589	14.3%	2 of 441	0.5%	3 of 63	4.8%
	Oct-15	79 of 572	13.8%	2 of 415	0.5%	1 of 62	1.6%
	Nov-15	71 of 562	12.6%	1 of 371	0.3%	1 of 71	1.4%
	Dec-15	69 of 568	12.1%	1 of 362	0.3%	0 of 44	0.0%
	Jan-16	76 of 576	13.2%	0 of 369	0.0%	1 of 46	2.2%
	Feb-16	69 of 574	12.0%	0 of 398	0.0%	0 of 27	0.0%
	Mar-16	67 of 528	12.7%	3 of 369	0.8%	1 of 38	2.6%

ANNUAL TREND	2013/ 14	45 of 406	11.1%				
	2014/ 15	54 of 499	10.8%	23 of 432	5.3%	20 of 478	4.2%
	2015/ 16 YTD	67 of 528	12.7%	3 of 369	0.8%	28 of 588	4.8%

LATEST BENCHMARKING	SN AVE		16.1%			3.4%
	BEST SN		7.7%			0.0%
	NAT AVE		16.6%			3.7%
	NAT TOP QTILE		13.3%			2.4%



# CHILD PROTECTION - REVIEWS & VISITS

## DEFINITION

A child protection plan is reviewed after three months and at intervals of no more than six months thereafter. Local standards state that any child subject to a child protection plan should be visited at least every two weeks (this excludes children registered on a CPP for less than a week).

## PERFORMANCE ANALYSIS

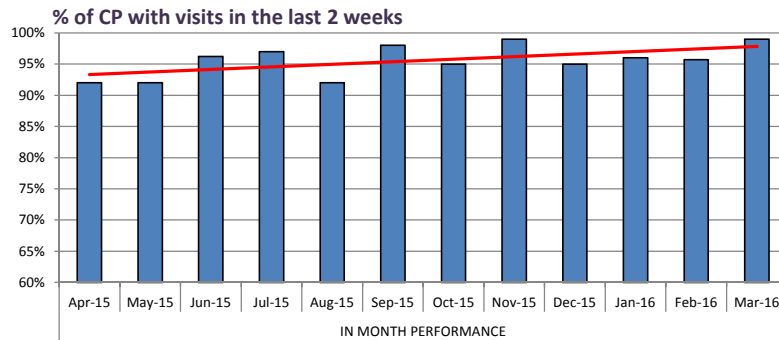
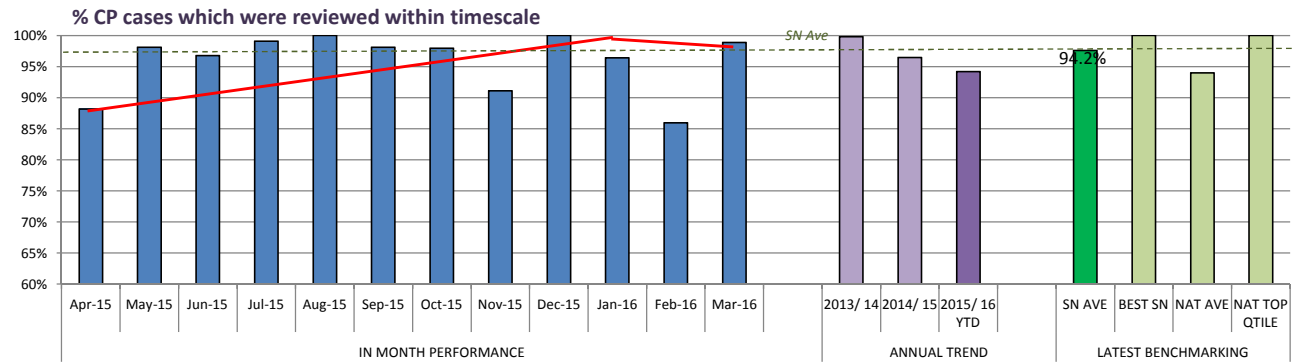
CP visits are monitored at the weekly performance meetings. Over the last 12 months performance has improved and has been maintained. Each week those that are out of timescale are examined on a child by child basis to ensure they have been visited and to ensure the reason for lateness is understood and appropriate action is taken. We will always strive for 100% performance, however on occasion there are valid reasons why visits cannot go ahead or it is inappropriate to do so, for example a family holiday, the child has recently become LAC, or the case is in transfer to another local authority. We have had a number of examples where families have returned to their country of origin. When this occurs we do not close the cases until a safe and well visit can be arranged by the home authority. There was one child whose review could not take place in timescales in March. This was because the parent of the child arrived at the conference intoxicated and a decision was rightly taken to postpone the review. It was reconvened and completed the following week.

		6.12		6.14
		No. of CP cases reviewed within timescale	% CP cases which were reviewed within timescale	% of CP with visits in the last 2 weeks (new definition Apr '15)

IN MONTH PERFORMANCE			6.12		6.14
			No. of CP cases reviewed within timescale	% CP cases which were reviewed within timescale	% of CP with visits in the last 2 weeks (new definition Apr '15)
	Apr-15	90 of 102	88.2%	92.0%	
	May-15	104 of 106	98.1%	92.0%	
	Jun-15	120 of 124	96.8%	96.2%	
	Jul-15	109 of 110	99.1%	97.0%	
	Aug-15	60 of 60	100.0%	92.0%	
	Sep-15	102 of 104	98.1%	98.0%	
	Oct-15	95 of 97	97.9%	95.0%	
	Nov-15	133 of 146	91.1%	99.0%	
	Dec-15	111 of 111	100.0%	95.0%	
	Jan-16	81 of 84	96.4%	96.0%	
Feb-16	49 of 57	86.0%	95.7%		
Mar-16	90 of 91	98.9%	99.0%		

ANNUAL TREND			6.12		6.14
			No. of CP cases reviewed within timescale	% CP cases which were reviewed within timescale	% of CP with visits in the last 2 weeks (new definition Apr '15)
	2013/ 14			99.8%	
2014/ 15			96.5%		
2015/ 16 YTD			94.2%	99.0%	

LATEST BENCHMARKING			6.12		6.14
			No. of CP cases reviewed within timescale	% CP cases which were reviewed within timescale	% of CP with visits in the last 2 weeks (new definition Apr '15)
	SN AVE			97.6%	
	BEST SN			100.0%	
NAT AVE			94.0%		
NAT TOP QTILE			100.0%		



— trendline

# LOOKED AFTER CHILDREN

**DEFINITION** Children in care or 'looked after children' are children who have become the responsibility of the local authority. This can happen voluntarily by parents struggling to cope or through an intervention by children's services because a child is at risk of significant harm.

**PERFORMANCE ANALYSIS**

Although the numbers of LAC are broadly in line with our statistical neighbours they are higher than the national average and best performing LA's and admissions have been rising recently. 'Edge of care' arrangements need to be strengthened over time to prevent the need for children to come into care and developing this service forms a key strand of the Children in Care Sufficiency Strategy. This is particularly the case in respect of adolescents entering the care system for the first time. Outcomes are rarely improved for young people coming into care in adolescence and work will commence over the next few months to develop a service specifically to work with this group. During the last period there was a particularly large sibling group of younger children admitted which has impacted on the admissions figures. It is not unusual for numbers of LAC in an authority in intervention to rise as action is taken to address cases which have been drifting previously. The rise in the numbers of care proceedings in Rotherham is testimony to this happening locally. There is nothing coming back from the courts to suggest that any children are being brought before them unnecessarily. Over the next 12 months it would be expected for the position to plateau and then start to reduce gradually.

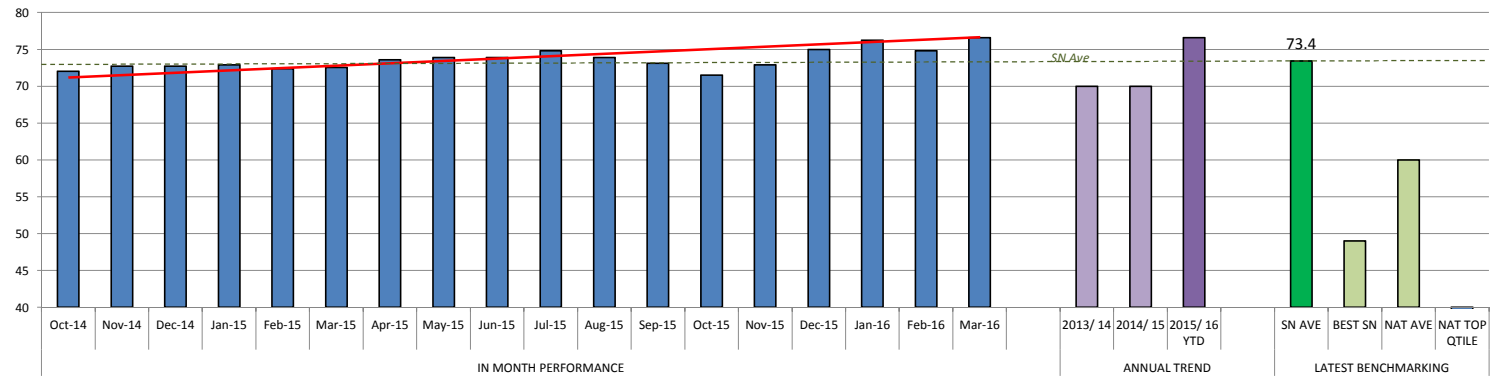
	7.2	7.1	7.3	7.4
<b>Rate of children looked after per 10K pop</b>				
<b>Number of LAC</b>				
<b>Admissions of children looked after</b>				
<b>No. of children who have ceased to be LAC</b>				

<b>IN MONTH PERFORMANCE</b>		7.2	7.1	7.3	7.4
	Oct-14	72.0	404	16	15
	Nov-14	72.7	408	19	12
	Dec-14	72.7	408	6	9
	Jan-15	72.9	409	24	10
	Feb-15	72.4	406	14	22
	Mar-15	72.5	407	12	11
	Apr-15	73.6	415	17	18
	May-15	73.9	417	22	20
	Jun-15	73.9	417	22	17
	Jul-15	74.8	422	25	21
	Aug-15	73.9	417	6	10
	Sep-15	73.1	412	11	17
	Oct-15	71.5	403	23	28
	Nov-15	72.9	413	25	16
	Dec-15	75.0	423	20	11
	Jan-16	76.2	430	10	15
Feb-16	74.8	422	19	9	
Mar-16	76.6	432	20	13	

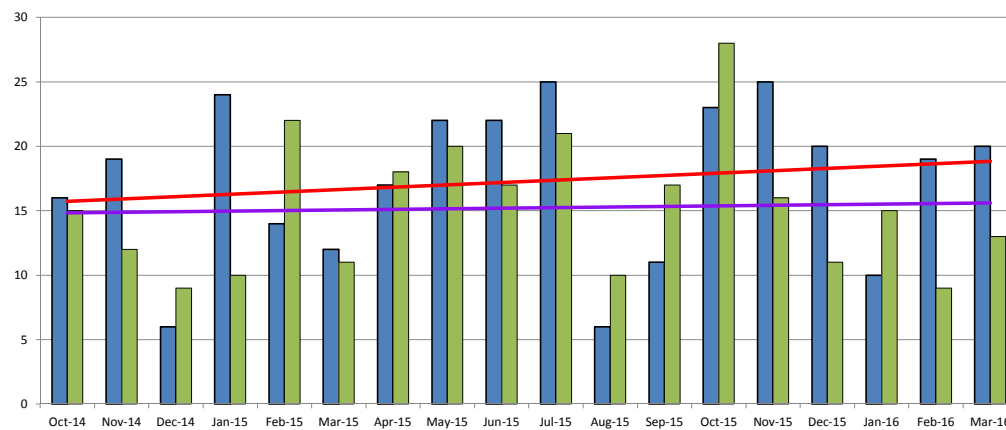
<b>ANNUAL TREND</b>		7.2	7.1	7.3	7.4
	2013/14	70.0		147	136
	2014/15	70.0		175	160
2015/16 YTD	76.6	432	208	192	

<b>LATEST BENCHMARKING</b>		7.2	7.1	7.3	7.4
	SN AVE	73.4			
	BEST SN	49.0			
	NAT AVE	60.0			
NAT TOP QTILE	-				

Rate of children looked after per 10,000 pop . 0-17



Admissions and discharges from care



## LOOKED AFTER CHILDREN - PLACEMENTS

**DEFINITION** A LAC placement is where a child has become the responsibility of the local authority (LAC) and is placed with foster carers, in residential homes or with parents or other relatives.

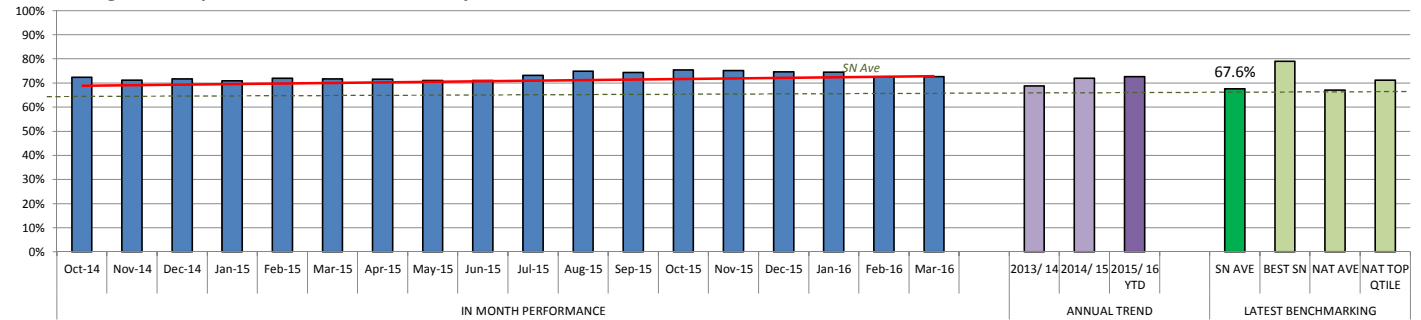
**PERFORMANCE ANALYSIS**

The performance in relation to children who have had 3 or more placement moves in a year is of concern particularly in relation to the numbers of children in care who have missing episodes which count against this indicator. All children who have been missing or who are identified as being in 'unstable' placements are now subject to particular focus by way of regular 'Team Around the Placement' meetings. In future they will also be considered as 'exceptions' in the fortnightly performance meetings. There remains much to do in order to strengthen the quality of practice in the children in care service across the board.

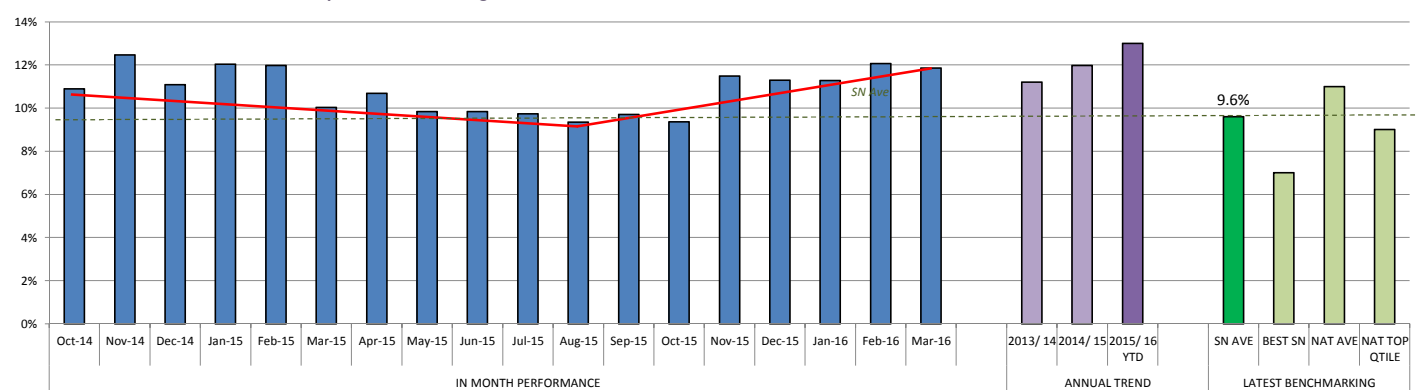
Our sufficiency strategy identifies that we have too many children placed in residential care. Work which commenced in January 2016 to address this has resulted in a number of young people being identified who will be moving to more local provision over the next few weeks and months. This may impact on the long term stability indicator but will result in better outcomes for those individual young people identified.

	9.1		9.2		
	No. of long term LAC placements stable for at least 2 years	% long term LAC placements stable for at least 2 years	No. of LAC who have had 3 or more placements - rolling 12 months	% LAC who have had 3 or more placements - rolling 12 months	
<b>IN MONTH PERFORMANCE</b>	Oct-14	115 of 159	72.3%	44 of 404	10.9%
	Nov-14	111 of 156	71.2%	50 of 401	12.5%
	Dec-14	109 of 152	71.7%	46 of 415	11.1%
	Jan-15	105 of 148	70.9%	49 of 407	12.0%
	Feb-15	110 of 153	71.9%	49 of 409	12.0%
	Mar-15	109 of 152	71.7%	41 of 409	10.0%
	Apr-15	106 of 148	71.6%	44 of 412	10.7%
	May-15	108 of 152	71.1%	41 of 417	9.8%
	Jun-15	108 of 152	71.1%	41 of 417	9.8%
	Jul-15	109 of 149	73.2%	41 of 421	9.7%
	Aug-15	110 of 147	74.8%	39 of 417	9.4%
	Sep-15	110 of 148	74.3%	40 of 412	9.7%
	Oct-15	110 of 146	75.3%	38 of 406	9.4%
	Nov-15	109 of 145	75.2%	48 of 418	11.5%
Dec-15	109 of 146	74.7%	48 of 425	11.3%	
Jan-16	108 of 145	74.5%	47 of 417	11.3%	
Feb-16	108 of 149	72.5%	51 of 423	12.1%	
Mar-16	109 of 150	72.7%	51 of 430	11.9%	
<b>ANNUAL TREND</b>	2013/ 14	108 of 157	68.8%	44 of 393	11.2%
	2014/ 15	110 of 153	71.9%	49 of 409	12.0%
	2015/ 16 YTD	109 of 150	72.7%	56 of 431	13.0%
<b>LATEST BENCHMARKING</b>	SN AVE		67.6%		9.6%
	BEST SN		79.0%		7.0%
	NAT AVE		67.0%		11.0%
	NAT TOP QTILE		71.1%		9.0%

**% long term LAC placements stable for at least 2 years**



**% LAC who have had 3 or more placements - rolling 12 months**



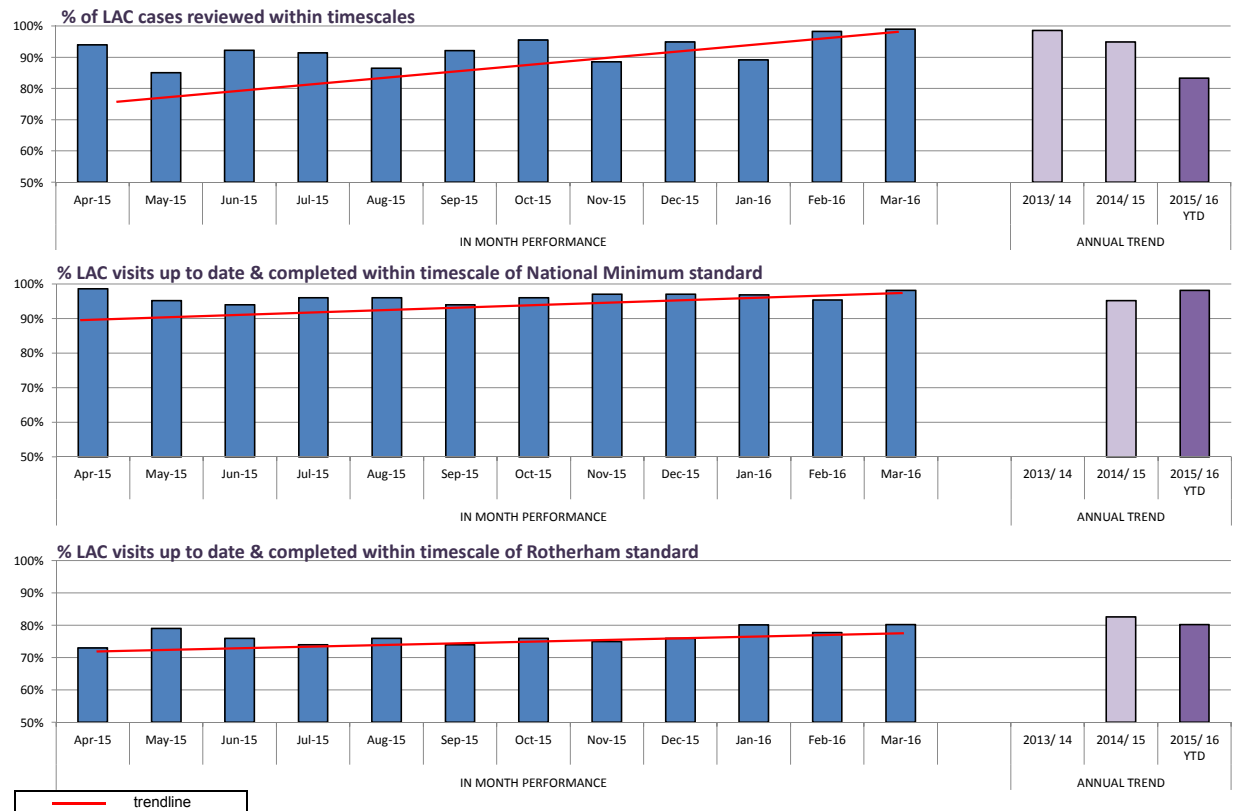
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## LOOKED AFTER CHILDREN - REVIEWS & VISITS

<b>DEFINITION</b>	The purpose of LAC review meeting is to consider the plan for the welfare of the looked after child and achieve Permanence for them within a timescale that meets their needs. The review is chaired by an Independent Reviewing Officer (IRO)
	The LA is also responsible for appointing a representative to visit the child wherever he or she is living to ensure that his/her welfare continues to be safeguarded and promoted. The minimum national timescales for visits is within one week of placement, then 6 weekly until the child has been in placement for a year and the 12 weekly thereafter. Rotherham have set a higher standard of within first week then 4 weekly thereafter until the child has been permanently matched to the placement.

<b>PERFORMANCE ANALYSIS</b>	LAC Visits are monitored at the weekly performance meeting. Performance in relation to visits within the National Minimum Standards remains well above 90% any visit exceeding statutory minimum timescales is examined on a child by child basis to ensure they have been subsequently visited and to ensure the reason for lateness is understood. In addition to statutory minimum standards Rotherham has set a local standard that exceeds the National one, performance in relation to local standard is still not good enough and will continue to be the focus of sustained management attention. There are some children in care however who are visited more often than the Rotherham standard according to their need at any particular time.
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		7.6		7.13		7.14	
		No. LAC cases reviewed within timescales	% of LAC cases reviewed within timescales	% LAC visits up to date & completed within timescale of National Minimum standard	% LAC visits up to date & completed within timescale of Rotherham standard		
<b>IN MONTH PERFORMANCE</b>	Apr-15	79 of 84	94.0%	98.6%	73%		
	May-15	63 of 74	85.1%	95.2%	79%		
	Jun-15	95 of 103	92.2%	94.0%	76.0%		
	Jul-15	106 of 116	91.4%	96.0%	74.0%		
	Aug-15	32 of 37	86.5%	96.0%	76.0%		
	Sep-15	117 of 127	92.1%	94.0%	74.0%		
	Oct-15	84 of 88	95.5%	96.0%	76.0%		
	Nov-15	93 of 105	88.6%	97.0%	75.0%		
	Dec-15	94 of 99	94.9%	97.0%	76.0%		
	Jan-16	74 of 83	89.2%	96.8%	80.2%		
	Feb-16	114 of 116	98.3%	95.3%	77.8%		
	Mar-16	104 of 105	99.0%	98.1%	80.2%		
<b>ANNUAL TREND</b>	2013/ 14		98.6%				
	2014/ 15	19 of 371	94.9%	95.2%	82.6%		
	2015/ 16 YTD	334 of 401	83.3%	98.1%	80.2%		
<b>LATEST BENCHMARKING</b>	SN AVE						
	BEST SN						
	NAT AVE						
	NAT TOP QTILE						



## LOOKED AFTER CHILDREN - HEALTH

### DEFINITION

Local authorities have a duty to safeguard and to promote the welfare of the children they look after, therefore the local authority should make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.

### PERFORMANCE ANALYSIS

Performance in relation to health and dental assessments was poor and has been the focus of concerted joint effort and has shown previous improvement. Close monitoring means that any dips in performance are understood. Due to the process for health QA checks of assessments following completion there is a time lag between the assessment occurring and showing on the system as completed. From our reviews we know that in the main those not having health or dental checks are the older young people who are recorded as 'refusers'. We are no longer going to accept this on face value and will be actively exploring with health colleagues how we can promote the reviews as something useful and young person friendly. This will focus on the things that interest most young people such as weight, hair and skin as well as other aspects of health. We will also make sure that we are creative in thinking about how we can actively engage young people and 'reach out' to them rather than expecting them to attend a standard clinic appointment. Performance will continue to be very closely monitored.

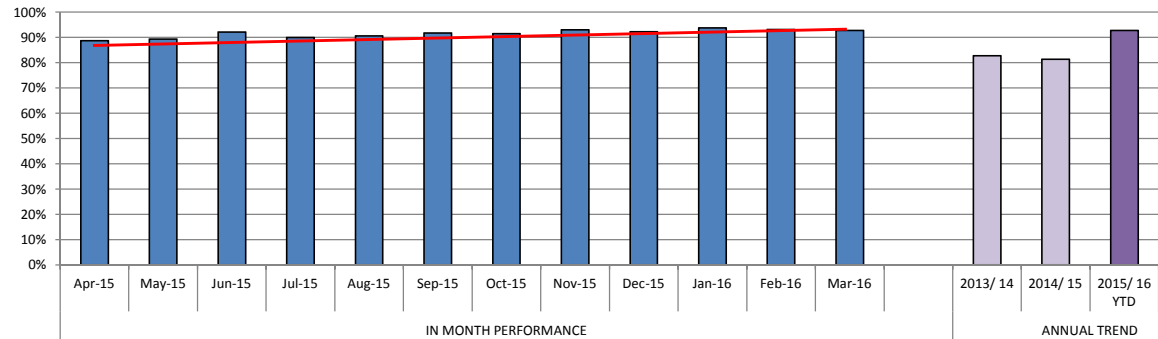
	7.8	7.9
	<b>Health of LAC - Health Assessments</b>	<b>Health of LAC - Dental Assessments</b>

IN MONTH PERFORMANCE		7.8	7.9
	Apr-15	88.7%	70.5%
	May-15	89.3%	64.7%
	Jun-15	92.1%	86.6%
	Jul-15	89.9%	94.1%
	Aug-15	90.6%	94.1%
	Sep-15	91.7%	96.2%
	Oct-15	91.5%	95.7%
	Nov-15	93.0%	94.4%
	Dec-15	92.3%	95.1%
	Jan-16	93.8%	93.2%
	Feb-16	93.1%	95.8%
	Mar-16	92.8%	95.0%

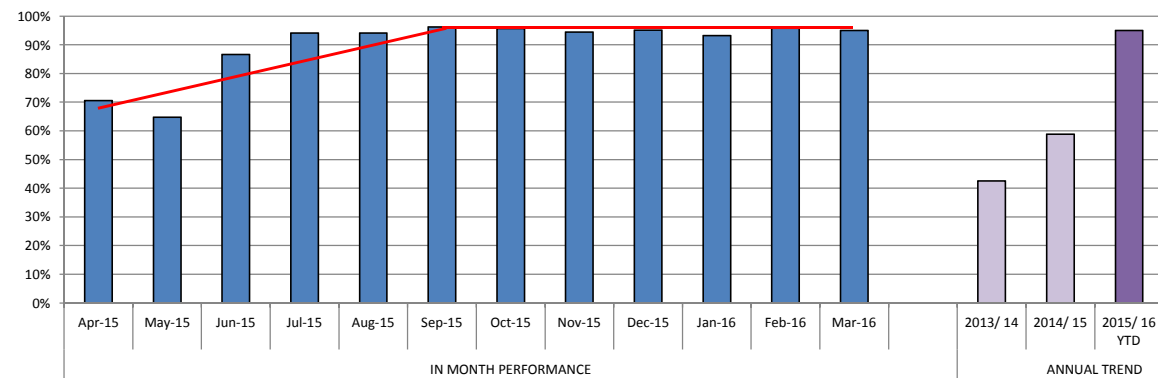
ANNUAL TREND		7.8	7.9
	2013/ 14	82.7%	42.5%
	2014/ 15	81.4%	58.8%
2015/ 16 YTD	92.8%	95.0%	

LATEST BENCHMARKING			
	SN AVE		
	BEST SN		
	NAT AVE		
NAT TOP QTILE			

Health of LAC - Health Assessments



Health of LAC - Dental Assessments



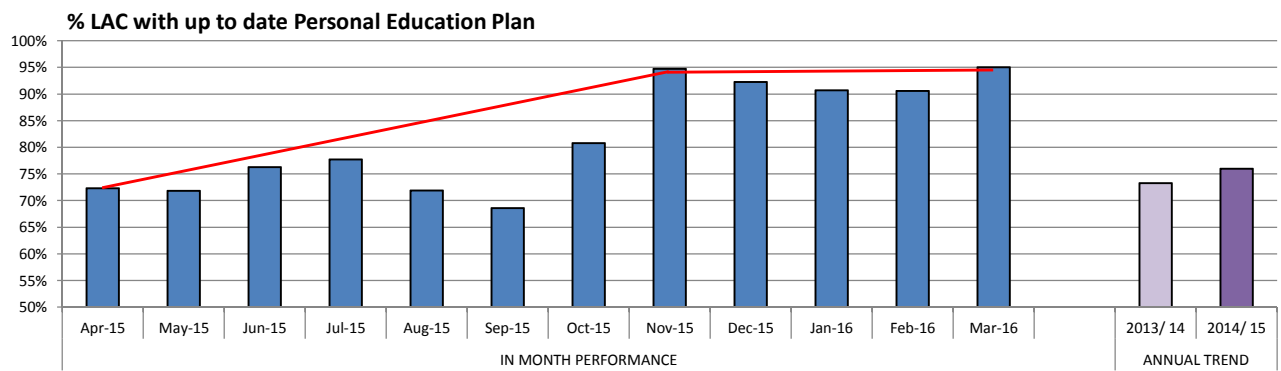
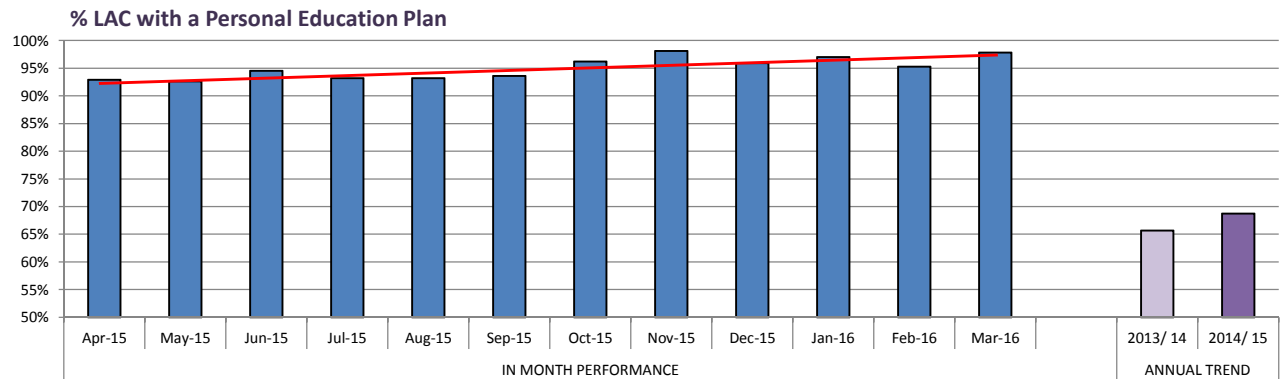
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# LOOKED AFTER CHILDREN - PERSONAL EDUCATION PLANS

**DEFINITION** A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. The government have made PEPs a statutory requirement for children in care to help track and promote their achievements.

**PERFORMANCE ANALYSIS** Previously, education of Looked After Children was supported by The Get Real team. This team ceased to exist from the 1st April 2015 and was replaced by a new Virtual School. The completion of the PEP moved to an E-PEP system in September 2015 (start of Autumn term). A revised PEP process is now in place with termly PEPs attended by a minimum of school, social worker and virtual school as well as LAC, carers, and other professionals. Extensive training has been provided to professionals on SMART targets for PEPs to improve effectiveness in driving outcomes. A rigorous QA process is in place with evidence of quality of PEPs improving. There is also an increase in the number of PEPs reflecting Pupil Voice. Prior to September 2015 PEPs were in place for compulsory school-age children only. PEPs are now in place for LAC aged 2 to their 18th birthday. There has been good improvement within the year for children and young people having an up to date plan but there is more to do to ensure that every child and young person has a plan in place.

		7.10	7.11
		% LAC with a Personal Education Plan	% LAC with up to date Personal Education Plan
<b>IN MONTH PERFORMANCE</b>	Apr-15	92.9%	72.3%
	May-15	92.6%	71.8%
	Jun-15	94.5%	76.3%
	Jul-15	93.2%	77.7%
	Aug-15	93.2%	71.9%
	Sep-15	93.6%	68.6%
	Oct-15	96.2%	80.8%
	Nov-15	98.1%	94.7%
	Dec-15	95.9%	92.3%
	Jan-16	97.0%	90.7%
	Feb-16	95.3%	90.6%
	Mar-16	97.8%	95.0%
<b>ANNUAL TREND</b>	2013/ 14	65.7%	73.3%
	2014/ 15	68.7%	76.0%
	2015/ 16 YTD	97.8%	95.0%
<b>LATEST BENCHMARKING</b>	SN AVE		
	BEST SN		
	NAT AVE		
	NAT TOP QTILE		



— trendline

## CARE LEAVERS

### DEFINITION

A care leaver is defined as a person aged 25 or under, who has been looked after away from home by a local authority for at least 13 weeks since the age of 14; and who was looked after away from home by the local authority at school-leaving age or after that date. Suitable accommodation is defined as any that is not prison or bed and breakfast.

### PERFORMANCE ANALYSIS

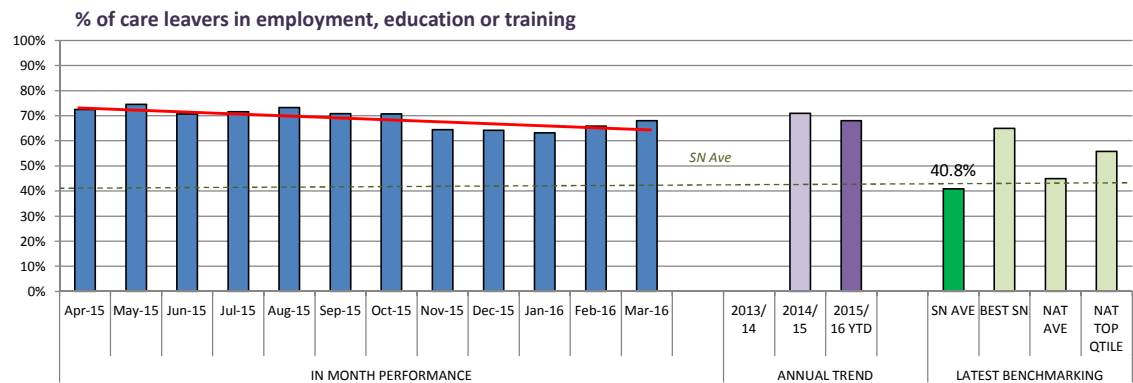
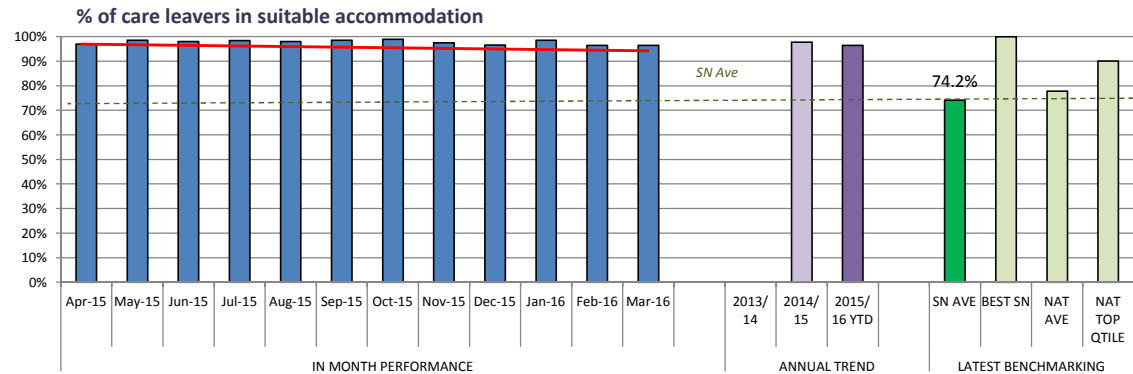
96.5% of young people are in suitable accommodation, above the national average (77.8%). 5 young people are shown as not in suitable accommodation, of these four are in custody, and one (aged over 18) has made himself intentionally homeless in order to live with his girlfriend. It is understood that more needs to be done to enhance the quality of the accommodation available as well as increasing the range of choices for young people. The service managers and Head of Service are working with commissioning colleagues to ensure that action is taken to ensure the best provision is available to Rotherham young people and increased planning will take place via a 16+ accommodation panel.

68% of young people are in education employment or training, above the national average (45%) but still very disappointing in terms of the aspirations for Rotherham young people. 60 young people identified as not being in education, employment or training (NEET). Work is underway to strengthen the offer to care leavers generally and tackling the need to support young people to be engaged in further education, training or employment will be given priority.

		8.1	8.3	8.4
		Number of care leavers	% of care leavers in suitable accommodation	% of care leavers in employment, education or training
IN MONTH PERFORMANCE	Apr-15	189	97.0%	72.5%
	May-15	200	98.5%	74.5%
	Jun-15	198	98.0%	70.8%
	Jul-15	190	98.4%	71.6%
	Aug-15	198	98.0%	73.2%
	Sep-15	199	98.5%	70.9%
	Oct-15	195	99.0%	70.8%
	Nov-15	197	97.5%	64.5%
	Dec-15	204	96.6%	64.2%
	Jan-16	198	98.5%	63.1%
	Feb-16	196	96.4%	65.8%
	Mar-16	197	96.5%	68.0%

ANNUAL TREND	2013/ 14			
	2014/ 15	183	97.8%	71.0%
	2015/ 16 YTD	197	96.5%	68.0%

LATEST BENCHMARKING	SN AVE		74.2%	40.8%
	BEST SN		100.0%	65.0%
	NAT AVE		77.8%	45.0%
	NAT TOP QTILE		90.0%	55.8%



— trendline



# ADOPTIONS

## DEFINITION

Following a child becoming a LAC, it may be deemed suitable for a child to become adopted which is a legal process of becoming a non-biological parent. The date it is agreed that it is in the best interests of the child that they should be placed for adoption is known as their 'SHOBPA'. Following this a family finding process is undertaken to find a suitable match for the child based on the child's needs, they will then be matched with an adopter(s) followed by placement with their adopter(s). This adoption placement is monitored for a minimum of 10 weeks and assessed as stable and secure before the final adoption order is granted by court decision and the adoption order is made.

Targets for measures A1 and A2 are set centrally by government office.

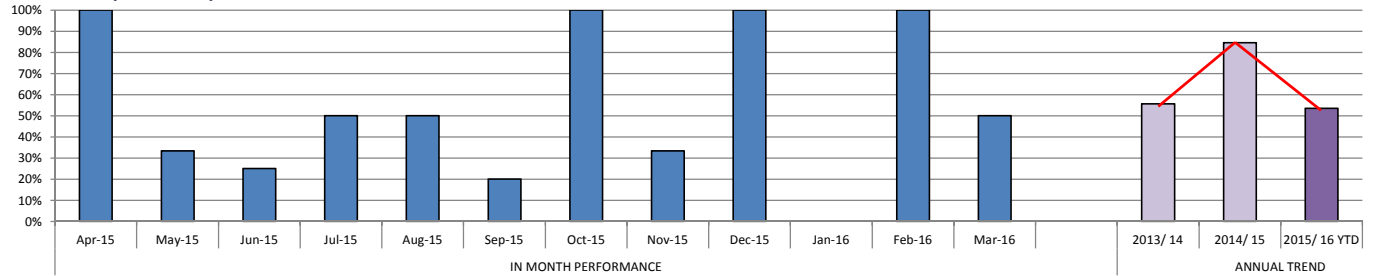
## PERFORMANCE ANALYSIS

Performance each month can vary significantly given the size of the cohort which is always very small. There have been 4 adoptions in March taking the total for the reporting year to 42. Given the small numbers it is most useful to look at a rolling 12 months than a month snapshot and overall performance in this area over the last 3 years has shown an improving trend.

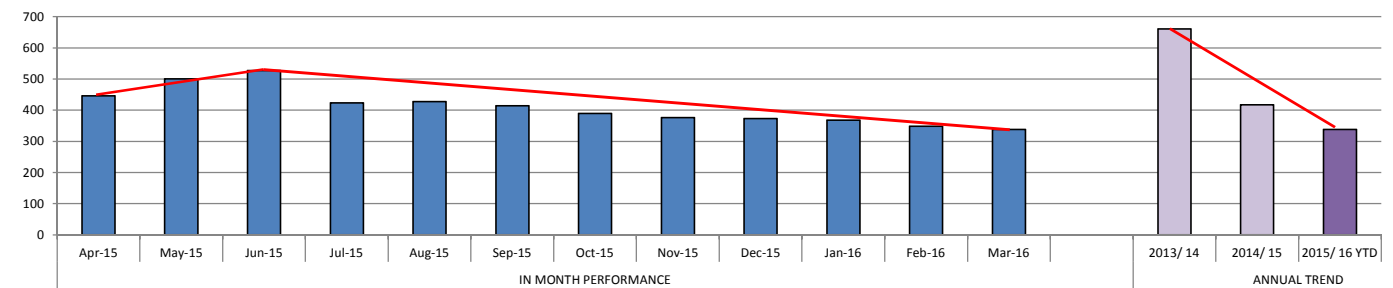
In March only 2 out of the 4 children adopted had the order made within 12 months of the 'should be adopted placed for adoption decision'. These children had been placed with their adoptive parents for well over a year before the order was made because of some complexities in the therapeutic support that was required. The available number of in house adopters is lower than we need and this is likely to result in the need to purchase placements from other adoption providers. The adoption recruitment campaign is being redesigned and shared arrangements with other South Yorkshire authorities are being progressed. This A2 target was not achieved due to 6 children with high level additional needs taking longer than usual to place. However all 6 children did achieve permanency through adoption thus providing them with an excellent outcome of becoming part of a new family and no longer in the care system.

	Number of adoptions	Number of adoptions completed within 12 months of SHOBPA	10.1	10.2	10.3	
			% adoptions completed within 12 months of SHOBPA	Av. No. days between a child becoming LAC & having a adoption placement (A1) (rolling yr.)	Av. No. days between placement order & being matched with adoptive family (A2) (rolling yr.)	
<b>IN MONTH PERFORMANCE</b>	Apr-15	2	2	100%	446.5	74.0
	May-15	3	1	33%	500.6	175.6
	Jun-15	4	1	25%	527.0	248.7
	Jul-15	6	3	50%	423.0	175.8
	Aug-15	2	1	50%	427.8	179.9
	Sep-15	5	1	20%	414.2	188.9
	Oct-15	3	3	100%	389.9	180.3
	Nov-15	3	1	33%	376.0	166.8
	Dec-15	1	1	100%	372.9	164.2
	Jan-16	3	0	0%	368.0	159.5
	Feb-16	7	7	100%	348.4	141.7
	Mar-16	4	2	50%	338.4	137.9
<b>ANNUAL TREND</b>	2013/ 14			55.6%	661.0	315.0
	2014/ 15			84.6%	417.5	177.3
	2015/ 16 YTD	43	23	53.5%	338.5	137.9
<b>LATEST BENCHMARKING</b>	SN AVE					
	BEST SN					
	NAT AVE					
	NAT TOP Q TILE					

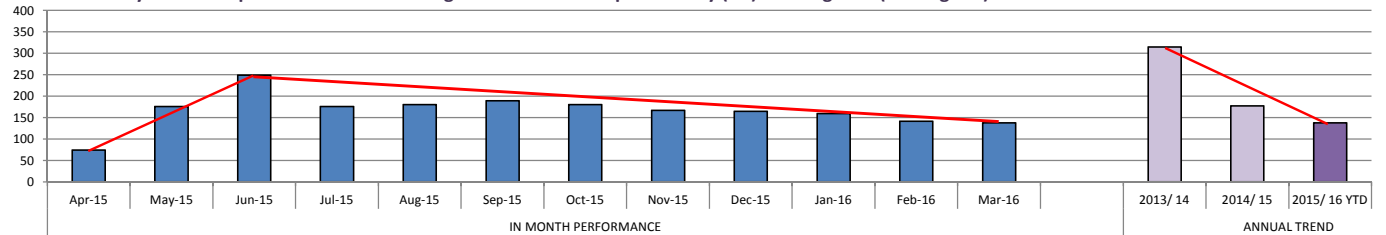
% adoptions completed within 12 months of SHOBPA



Av. No. days between a child becoming LAC & having a adoption placement (A1) - Rolling Year (low is good)



Av. No. days between placement order & being matched with adoptive family (A2) - Rolling Year (low is good)



— trendline

\*Annual Trend relates to current reporting year April to Mar not rolling year

## CASELOADS

### DEFINITION

Caseload figures relate to the number of children the social worker is currently the lead key worker. Fieldwork teams relate to frontline social care services including the four Duty Teams, none Long Term CIN Teams, two LAC teams and the CSE Team. All averages are calculated on a full time equivalency basis, based on the number of hours the worker is contracted to work.

### PERFORMANCE ANALYSIS

Weekly performance meetings continue to examine caseloads in detail. All those over 22 are examined and the reasons explained. For example some senior social workers have students allocated to them and the student caseload shows under the supervisor's name. In the locality teams it is not unusual to have social workers holding families with large sibling groups (over 5) which will impact on the number of cases (children). Caseloads in Children's Disability Service have now reduced significantly following a specific piece of work to ensure that cases were in the correct teams. The seemingly low caseloads in the CSE team belies the complexity and intensity of the work undertaken and the numbers of cases that are co worked and supported. Ensuring that social workers have manageable caseloads was a key priority for Rotherham and the current performance is testimony to what has been achieved in this regard. Action has been taken to ensure each team has sufficient capacity in terms of numbers of workers but, importantly, action has also been taken to ensure effective throughput of work in respect of timely transfers and closures when appropriate.

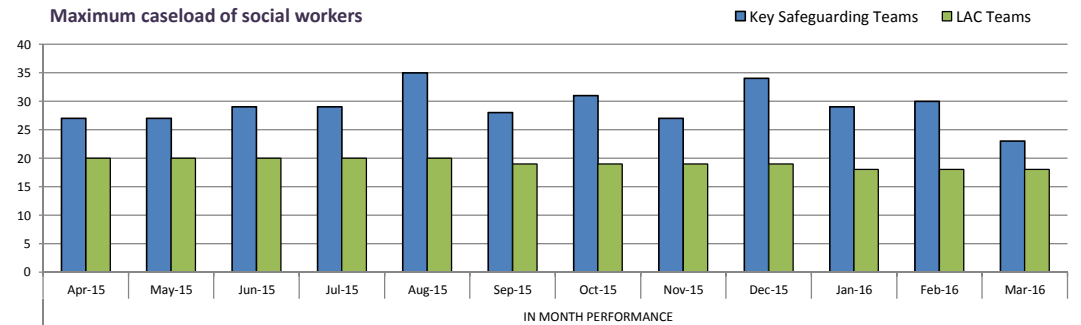
	11.1	11.2	11.3	11.4	11.5	11.6	11.7	11.8	11.9
<b>Maximum caseload of social workers in key Safeguarding Teams</b>									
<b>Maximum caseload of social workers in LAC Teams</b>									
<b>Av. no. cases in LAC Teams</b>									
<b>Av. no. cases in Duty Teams</b>									
<b>Av. no. cases in CIN North Teams</b>									
<b>Av. no. cases in CIN Central Teams</b>									
<b>Av. no. cases in CIN South Teams</b>									
<b>Av. no. cases in Children's Disability Team</b>									
<b>Av. no. cases in Children Sexual Exploitation Team</b>									

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
<b>Maximum caseload of social workers in key Safeguarding Teams</b>	27	27	29	29	35	28	31	27	34	29	30	23
<b>Maximum caseload of social workers in LAC Teams</b>	20	20	20	20	20	19	19	19	19	18	18	18
<b>Av. no. cases in LAC Teams</b>	16.0	16.1	16.1	14.5	15.4	15.1	14.1	12.9	11.4	11.7	12.8	12.6
<b>Av. no. cases in Duty Teams</b>	12.4	14.3	15.0	14.0	19.8	16.4	16.6	17.3	21.0	17.2	11.3	13.7
<b>Av. no. cases in CIN North Teams</b>	18.5	18.0	18.7	17.7	17.5	15.5	16.7	16.8	13.5	14.7	17.1	16.6
<b>Av. no. cases in CIN Central Teams</b>									18.3	19.2	16.6	17.9
<b>Av. no. cases in CIN South Teams</b>	17.2	17.3	15.5	14.5	15.2	14.9	13.7	14.5	15.7	15.7	17.8	17.3
<b>Av. no. cases in Children's Disability Team</b>	21.7	20.9	21.5	22.5	21.6	22.7	21.1	18.3	15.4	14.9	13.5	14.9
<b>Av. no. cases in Children Sexual Exploitation Team</b>	7.3	5.2	4.9	8.4	6.3	6.3	7.1	4.3	4.3	4.9	4.4	5.43

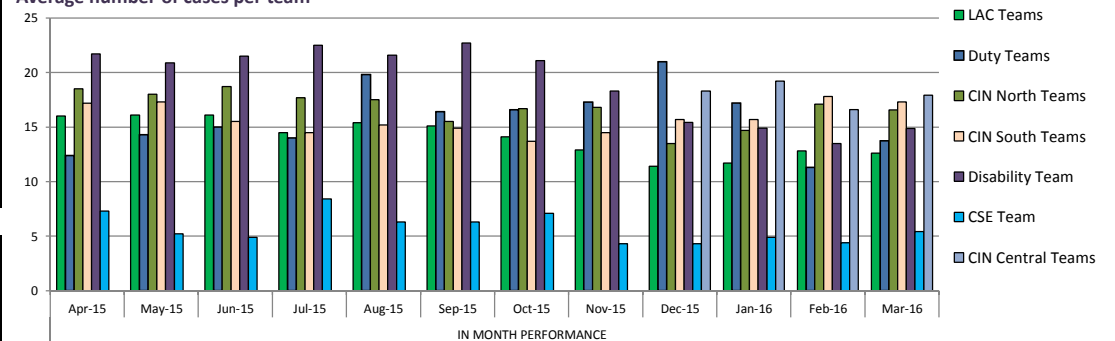
ANNUAL TREND	2013/ 14	2014/ 15	2015/ 16 YTD

Please note CIN locality services were re-configured in December 2015. Care must be taken when comparing trend data before this time to current positions for all CIN teams.

Maximum caseload of social workers



Average number of cases per team



13 June 2016

Mr Ian Thomas  
Strategic Director of Children's Services  
Rotherham Metropolitan Borough Council  
Floor 4, Riverside House  
Main Street  
Rotherham  
South Yorkshire  
S60 1AE

Dear Mr Thomas

**Outcome of improvement work undertaken in Rotherham, August 2015-April 2016.**

This letter contains the findings of the recent improvement monitoring visits undertaken in Rotherham Children's Services between August 2015 and April 2016. Her Majesty's Inspectors (HMI) have undertaken five visits over an eight month period. Each visit has involved two HMI on-site for two days. I am grateful to you and your staff for your help and the time given during the visits.

Inspectors have reviewed the progress of the improvement action plan in five areas:

- Contact and referral (MASH) August 2015
- Duty and assessment and area child protection teams October 2015 and March 2016
- Leadership and management March 2016
- Early help April 2016.

During each visit inspectors sampled practice in relation to child sexual exploitation and reviewed performance management and quality assurance arrangements. At your request inspectors did not review arrangements for children looked after or care leavers. You have been open and honest with inspectors sharing your self-assessment that these services have not developed as rapidly as other areas since your last SIF inspection. You have however shared your action plans to improve both services and have given an undertaking to seek external peer review of these services in October 2016. While we accept this undertaking it is our intention under Ofsted's new monitoring arrangements to prioritise a review of these services beginning September 2016.

During visits inspectors have considered a range of evidence, including: electronic case records; supervision files and notes, observation of social work practice, performance information, policies and strategic planning documents and meetings with key partner agencies. Inspectors also spoke to a range of staff including managers, social workers, other practitioners, agency partners and administrative staff.

You have been transparent and honest with regard to your improvement progress and where your challenges remain. The October 2015 visit identified priority action needed to be taken in respect of your duty and assessment team. You accepted these findings and took immediate action to review practice and management arrangements in these teams and invited HMI to revisit the teams in March 2016. From the evidence gathered, the improvement visits have identified where progress has been made and where areas for development continue, which are detailed below.

## **Key Findings**

### **MASH August 2015**

Inspectors found contact and referral arrangements were satisfactory. Management oversight and quality assurance arrangements were much improved. Rationale for decision making was clear leading to improved action planning. Child protection enquiries in cases seen were timely and formally recorded. The out of hour's arrangements had improved with effective links with day time services. The multi-agency team EVOLVE had been established in July 2015 to work specifically with Child Sexual Exploitation (CSE) cases. Recruiting to permanent posts was however a challenge for you. A Strategic head of CSE was appointed leading to greater oversight and grip of cases held in locality teams and was beginning to strengthen links between strategic and operational practice and partner agencies. Weekly risk management meetings were in evidence to review those children and young people at risk of or suffering harm through CSE. There was evidence of CSE tools being used to screen referrals and identify risk. Specific training for staff had been rolled out about the impact of CSE and risk management and staff valued this training.

Inspectors found workloads had reduced to manageable levels and staff were much clearer about their respective roles and responsibility. There was improving evidence of multi-agency partnership working in assessments and planning but this was not consistently embedded. Managers were benefiting from weekly performance information and monthly auditing by all senior managers and this was beginning to promote a collaborative learning culture.

### **Areas for development**

The accommodation of the MASH was not fit for purpose and did not promote integrated working. You knew this and were in the process of making changes. Education partners were not represented in the MASH and Health had been slow to

get on board. High numbers of agency staff meant the workforce was not permanent or stable. The electronic recording system did not support the effective analysis and sharing of information in the MASH and indeed other parts of the service. Again you were aware of this and work was in progress to develop a new electronic case management system. High numbers of domestic abuse notifications were being sent to social care without screening or being risk assessed by police and this was adversely impacting on capacity at the front door. Thresholds for access to children's social care were not sufficiently understood, owned or implemented across the service and partnership. We found better identification of children in need of early intervention was needed.

Despite strategy meetings being recorded and chaired by a manager overall inspectors found a lack of evidence of actions, contingency planning and required timescales which was a key finding in the SIF. This had not improved sufficiently in the intervening period. Similarly, outcomes of Section 47 enquiries/investigations overall were poorly recorded and it was difficult to see how children were any safer after the strategy has been held. While there had been an improved focus on CSE assessment at the front door, there needed to be a strengthened and more focused response to children looked after. Tracking systems to monitor children and young people missing and at risk of CSE had been developed but were not embedded. Inspectors found improvements in partnership working between Children's Social Care (CSC) and South Yorkshire Police. However, there needed to be a continued effort to further strengthen partnership working, make more effective use of intelligence to identify links, patterns, locations (hot spots) and emerging threats (within and across borders/boundaries).

### **Duty and Assessment Improvement visit October 2015**

Inspectors raised concern with regard to the quality of assessment, planning, management oversight and decision making when cases were transferred from MASH to duty and assessment teams. The evidence gathered found practice improved when cases transferred from duty and assessment teams to Area Child Protection Teams (ACPS). Across the duty and assessment teams there was a lack of understanding of thresholds both for step down to early help and for escalation to Initial Child Protection Conference (ICPC).

In the vast majority of cases seen the quality of assessment was poor. Risk was not sufficiently explored or understood and there was a lack of use of chronologies and assessment tools to assist social workers understand the child's history and the impact of their experiences. Assessments were narrowly focused and did not consider the needs of all children within the household. There was a lack of evidence of multi-agency partner's contribution to assessments and plans or social workers triangulating parental self-report with other professionals. Direct work with children was mostly absent and the child's voice was not sufficiently considered in assessments and plans which concerned them. Children's plans were unfocused and it was difficult to see what was expected of parents and professionals in order to

improve the child's circumstances. There was a lack of management oversight and a lack of clear rationale for decision making. There was a lack of interim safety planning between transition points for children. The case loads of Child Protection chairs were too high, reducing their capacity to monitor in between reviews.

In stark contrast when cases transferred into Area Child Protection Teams (ACPS) practice was significantly improved. Teams were more stable and caseloads had significantly reduced enabling social workers to undertake direct work and more qualitative assessments. Supervision was regular, management rationale was in evidence on most records and social workers were receiving support and challenge from managers. Social workers told inspectors they felt safe. Newly qualified social workers social workers were well supported. Team managers were using performance information to positive effect and this was evidenced in improving team performance and the overall experience for children, young people and their families. Improvements could be seen in responses to children at risk of and suffering CSE. Assessments seen were robust, risk was well understood, and there was evidence risks were reducing for some children. Multi-agency partnerships were strong, strategies were robust and well-coordinated actions followed with wrap around services for children and young people. Staff were clear about their roles and responsibilities.

### **Duty and Assessment March 2016**

Inspectors returned in March 2016 to re-visit the duty and assessment teams. There continued to be appropriate and robust screening of contacts and referrals in the MASH. Newly introduced early help panels were beginning to support step down. You had begun work with the Local Safeguarding Children Board (LSCB) to explore the issue of the understanding of and the application of thresholds across the partnership.

All cases looked at by inspectors had an assessment with evidence the child had been seen. This was a significant improvement. Assessments had been completed in a timely way for the child. Improvement could be seen in assessment quality in some but not all cases looked at by inspectors. Analysis of risks had slightly improved and there was evidence that strengths and the family's history were being considered. In some cases the child's experience was being captured well and the impact on the child could be understood. Almost all cases seen had a plan with evidence of review. Recording of strategy meetings had improved slightly and strategy meetings were compliant with statutory guidance which was a significant improvement.

### **Areas for development**

While there was increased evidence children were being seen there was limited indication of the purpose or outcome of the visit. Recording was descriptive, did not link to concern or risk, and there was limited evidence of how visits linked to the child's plan. There was limited evidence of actions to be undertaken for next the visit

or what was required of parents. Where a father was involved, even if estranged or living in the same household they were not being consulted. The individual needs of siblings within assessments were also not being considered. While you were beginning to develop chronologies these were not being used to identify significant events in children's lives and inform analysis of risk and research was not being used to assist the analysis of risk. There was no evidence of contingency planning. When cases stepped down to early help or closed, assessments were not robust enough. There was very little evidence in any files seen of consultation with adult services. Management grip was only evident at the allocation of cases.

### **Leadership and Management March 2016**

Considerably strengthened and robust relationships were fully established between the DCS, lead member and Chief Executive with the promise of this being added to by the new independent chair of the Rotherham Safeguarding Children Board (RSCB). It was particularly positive that the governance arrangements through Commissioners have not inhibited the functionality of these relationships. Careful consideration has been given to provide support for the current shadow executive arrangements. At the time of the visit there remained some key appointments that had either only just been made or were very recent. However, the thread of high level of motivation, clear direction of travel and determined challenge was evident. Specific operational and tactical arrangements between the council and South Yorkshire police have shown evidence of improved cooperation and collaboration. This is noted in the examination and investigation of possible individual and organised exploitation of children. The specialist joint arrangements for this are fully functional, with recent evidence of impact. The effectiveness of the Evolve team however is yet to be evaluated in detail.

The impact of many of the strategic developments is yet to be seen with the strategic and governance arrangements at the early stages of being reviewed. Efforts are clear to achieve a more 'open-architecture' of governance where challenge is seen as support. The stabilisation and functional effectiveness of the workforce has begun to be established. Turnover continues but not at a damaging level and almost all of those spoken with express positive morale and confidence in the direction of travel of children's social care services. While it is recognised there is much yet to be achieved it is clear that many of the foundations toward a stable, able workforce are in place, albeit recently achieved.

First line management casework oversight and direction was much improved. Managers recorded clear and risk-focused direction. Management rationale for decision making was clearly recorded in cases seen. It was clear that there is managerial ownership and efforts to drive improved performance in social care. There was evidence of shared ownership and responsibility amongst managers seen. Managers welcome the current "no hiding place" style of management with support being as robust as challenge. Independent Reviewing Offices (IRO) arrangements however have not been well supported by the four changes in manager of the

service in a short space of time. They remain clear that they are still seeing too much delay in implementing plans, with limited progress in the focus, of plans, quality of assessments and appropriate preparation of children in care. They feel they are beginning to be listened to but are yet to confidently find their professional 'voice' on behalf of children in care.

### **Areas for development**

The voice of the child was not consistently evidenced on an individual casework basis or sufficiently influential at all levels in children's services. You are working hard to secure a competent and stable workforce and demonstrate active and purposeful planning. This is yet to impact sufficiently on the 'front of house' practitioner base with just three permanent SW appointments in the last round of recruitment. You continue to have difficulty meeting your sufficiency duty and it is clear that it is likely to take a further 12-18 months before substantial improvement is achieved. You are at the early stages of developing and delivering effective early help and edge of care services. This is not yet having a clear impact on reducing crises and demand for statutory interventions.

Sound quality assurance and performance management frameworks are now in place and there is clear capacity and commitment from both children's services and partners to drive these forward. You are now ready to move from the compliance phase of your improvement plan to focus on the quality of practice. The current suite of audit tools and framework are an emerging strength, with further links being pursued with the RSCB quality functions. This is however yet to evidence practice improvement. Your electronic case record system has had some interim updates, is unlikely to support this work until the implementation of liquid logic from **31 October 2016**. Lines of internal communication across the local authority and within children's services have improved considerably, but are yet to ensure a full 360 degree communication, including the valued practitioner forum, to ensure effective engagement with, and of, staff at all levels.

There has been an understandable and considerable focus on child sexual exploitation safeguarding practice. It was evident at the time of the visit that the separate specialist teams were exhibiting significant tensions and pressures. There were specific issues regarding staff relationships within the Evolve team that required your further consideration.

### **Early help April 2016**

The pace of improvement in relation to development of the early help programme over the past six months has been positive and rapid. This is integral to the successful development of the children and young people's transformation programme 2015-2021. The vision and priorities of the council are clearly set out in the new early help and engagement service plan. These are appropriately aligned with wider strategic planning to increase preventative and early help services



through a variety of established, recent and planned services. The early help strategy is currently in draft form with a planned implementation in July 2016.

Refreshed governance arrangements are in evidence. There is a clear commitment from senior managers and elected members to improve the quality of services and to improve outcomes for children and young people through a robust focus on early intervention and prevention. The commissioner made early help a top service priority. A member led early help review board and early help sub group of the children and young people's strategic partnership is in place to oversee the development. The council and its partners we have seen share an ambition regarding the increased offer of early help to prevent the escalation of family difficulties through integrated and locality working. There is strategic buy in from all major stakeholders and this has the potential to provide valuable services and resources which are aligned to the views and needs of local communities.

Partnerships with the Police and Youth Engagement Service are particularly strong and well aligned with the troubled families' programme which you call "Families for Change". Significant work has been undertaken to improve operational buy in from partners and this has improved significantly with schools and learning communities. There is still some way to go to secure full engagement and some operational challenges remain to engage health visiting, school nurses and CAMHS. More work needs to be done to increase and improve education and health partners confidence not only in the early help offer but in their capacity to deliver early help assessments and support.

Threshold descriptors are clear and align with early help pathways to services which outline a virtual pathway to and signpost professionals, practitioners and families to early help services. However, thresholds for access to children's social care are still not sufficiently understood by partners and cases referred to early help are not always being coordinated effectively. The interface between early help and the front door needs to be clearer. There are additional issues around the analysis of risk and decision making. The newly established early help triage team is starting to impact on the timely coordination of services through to nine early help multi-disciplinary locality teams integrating disciplines. Positively the early help triage team ends the previous 30 different routes to early help through one front door. It is too early to see the impact on whether this is effective in diverting some children and young people with a lower threshold of need from statutory services, however the early indications are encouraging.

There is evidence of robust management oversight of the team and decisions, appropriate and educative advice and challenge back to referrers, including the MASH and locality teams. New and quality assurance and performance monitoring arrangements in place for early help live from 1 April 2016. Routine Department for Education performance reporting systems are in place enhanced with bespoke success measures which intend to capture for example; contact timeliness, track step up and step down timeliness and allocation, assessment timeliness and outcomes,

deep dive audits and more. These new arrangements bring all of these systems into one electronic data base.

### **Areas for development**

The integration of the early help workforce into locality teams is a positive and necessary change. Not all staff are however sufficiently trained, confident or competent to undertake early help assessment (EHA). There needs to be an impetus to develop staff training, skills, knowledge and confidence. Some staff have articulated to inspectors that they feel overwhelmed, under skilled and not being clear about what they are doing and why. Some Manager's lack of knowledge and skill in this area of work is impacting on their ability to understand the complexity and challenges and quality assure the work to a satisfactory level. Managers are not giving clear direction at the allocation of cases, not setting timescales for completion, they are not evidencing review and challenge of decisions and they are not evidencing that remedial actions from previous supervisions are actioned.

The current early help assessment form is not fit for purpose. It does not have a section for the worker to analyse their findings, to record the child's wishes and feelings or the views of parents or carers. It does not have a section for management oversight and next steps or to record the completion date. Early help assessment quality overall was poor in the cases seen. Children are not always seen as part of an early help assessment and it is difficult to see what direct work if any is undertaken as workers do not always record these interventions. As a result plans are insufficiently focused on areas of risk and need. The intended outcomes are not always clear and few have realistic or even set timescales of when change/ progress is required. Team around the child meetings are taking place but in those seen are not all robustly monitoring or driving children's plans.

### **Child sexual exploitation April 2016**

Inspectors have found continued improvement in practice. There is evidence of significant learning arising from the review of high profile cases in Rotherham. What started as reactive approaches to children suffering CSE has developed into proactive, sensitive and robust investigative practice between police and social care.

Considerable efforts are made to identify children and young people at risk of CSE and when identified receive bespoke wrap around multi-agency risk assessment and responses. Assessments seen in the Evolve team during the visit in March 2016 were thorough and timely. Risk and need were clearly identified. Care plans were robust, addressed risk and were regularly monitored, reviewed and updated by managers. Where young people were perpetrators, a unique approach by police in particular, influenced by CSC, seeks where appropriate and proportionate to risk not to criminalise but educate, support and monitor through whole family and multi-agency systems approaches. Where charges are brought and where convictions occur, young people are supported, reassessed and monitored up to sentencing and beyond

which is good practice and child centred. Where victims are suspected or identified, in some cases months and months of proactive and tenacious work is resulting in victims developing trusting relationships with police and social workers. The impact is in many cases young people making disclosures and identifying other victims.

### **Future arrangements**

As you will be aware, as set out in the letter from Eleanor Schooling, National Director, Social Care, dated 26 May, we are introducing new monitoring arrangements for inadequate local authorities. The letter sets out the activities and general timescales.

As we have already been engaged with Rotherham, with your agreement, we will move to a monitoring arrangement. I and the regional Senior HMI, Bob Morton, would be happy to meet with you to discuss. I am currently on another inspection but will contact you shortly to take forward.

Yours sincerely  
Tracey Metcalfe  
**Her Majesty's Inspector**



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Our ref: BMO JSR MC 629434 13

Your ref:

19 July 2016

Dear Secretary of State,

## REPORT INTO TAXI LICENSING AND ENFORCEMENT – ROTHERHAM MBC

I have been asked to write to you by Commissioner Mary Ney about the above. I am a partner in Weightmans LLP and have been appointed by Rotherham MBC to carry out this report into issues raised by Dame Louise Casey in her report on Rotherham MBC.

I have now completed my report and will shortly finalise it following discussions with Commissioner Ney and other colleagues at Rotherham.

I will then send it to those I criticise so they can give me their comments. This is usual practice and is known as the 'Maxwellisation' process. It is done out of a sense of fairness so everyone has the opportunity to put their case. I imagine that the final report will be ready by the beginning of September.

I understand that you require reassurance that the report does not raise issues which would prevent the return of the taxi licensing and enforcement powers to the officers and members of Rotherham MBC. I am able to give that reassurance.

My report states that the deficiencies identified by Ms Casey have been successfully rectified by Commissioner Ney. Rotherham MBC now has the structure, policy and awareness of safeguarding issues required.

I am critical of some members of staff but I do not recommend disciplinary action against any individuals. Errors were made but there were always mitigating factors. There are not any individuals who I believe to be incapable of holding office.

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Our ref: BMO JSR JG 629434 13

Your ref:

In summary and for these reasons I do not believe that my report suggests that powers should be retained by the commissioners. I think, however, a period of oversight by the commissioners would help to embed the real improvements and advances that have been made.

Yours faithfully

A handwritten signature in black ink, consisting of a series of connected loops and curves.

Weightmans LLP

# APPENDIX H

Our Reference  
MOG.598224.2110788



**Strictly private & Confidential**

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EC1N 2SW

22 July 2016

Dear Dermot

**Report in to Disciplinary matters**

You have asked me to write to you concerning the Licensing functions of the Council and in particular whether the Report commissioned from this firm will comment on the Licensing functions of the Council. You have shared with us the criteria for the return of Licensing functions to the Council set by the DCLG and the Commissioners, namely:

- Commissioners have satisfied themselves that the service is operating at a good enough level with no significant value for money deficits;
- there is good enough officer leadership and that definitions of service quality and plans for further improvement are in place;
- there has been some external scrutiny and independent management from interims and a number of new management appointments in place;
- Councillors are now in a position to exercise full decision –making authority over the function.

As you know the terms of reference for our report do not cover Licensing specifically, and we have made no inquiry into the adequacy or otherwise of that service.

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We are still in the process of concluding our Report, however we do not envisage any comments being made directly relating to the Licensing service; indeed the only tangential reference we would anticipate at this stage is to services (including Licensing) seeming to be narrowly focussed within departments and without adequate formal and informal communication channels between them. We have not tested whether this remains the case.

I hope this is helpful

Yours sincerely

*Mark Greenburgh*

**Mark Greenburgh**

**Partner**

**Head of Public Sector**

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## Local Government Association Residents' Satisfaction Survey – June 2016

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During June this year, the Local Government Association undertook its third survey with Rotherham residents. Every six months, a sample of the public who live in Rotherham are able to give their assessment on how they feel the Council are doing, particularly with regards to levels of satisfaction, trust, confidence and value for money.

Compared to the first poll undertaken 12 months ago, results have remained fairly stable with a small number improving: 'Council acting on residents' concerns'; 'trust in the Council'; 'level of confidence in the Council'. However, compared to the second poll undertaken in December, figures have dropped and in some areas significantly.

Overall, 80% of those who live in Rotherham are satisfied with their local area as a place to live, which is similar to the national average and has not changed markedly since the first poll. However, there are larger falls in other areas: 'Satisfaction with the Council'; and 'acting on residents' concerns', both having dropped by 4 or more points. The biggest single drop is 'feeling well informed' (6 points).

When comparing the figures to national trends, Rotherham's scores remain low. It should be noted that many additional factors will influence resident views of councils at a local level, and that will include demographics and ongoing major issues affecting the borough. The results show that, with 'satisfied...' and 'trust...' of the Council being both 18 points lower than the national average. Interestingly, figures buck the national trend on 'trust the local council' retaining the same score whilst nationally there is a two point reduction.

Against other councils who have completed comparable surveys, Rotherham fares reasonably well in 'satisfaction with local area' but elsewhere it falls behind. It has the second lowest figures for 'satisfaction with the council' and 'trust in the council' and the lowest for 'informed about council' and 'value for money'.

Rotherham residents were asked two additional questions around their confidence in the Council and satisfaction in the borough as a place to live. On the former, confidence levels have improved by 3 points over the last 12 months, but being 'satisfied with Rotherham as a place to live' has reduced by seven points in the same period.

The Council's Corporate Plan and Improvement Plan were approved in July 2016 and work to deliver these is already supporting the authority to address the survey findings. In particular, the Council is focused on better engagement with its residents and has developed new communications, citizen engagement and neighbourhood working approaches to ensure that residents understand what it does, what it stands for and what it is working to achieve. This work is being carried out in collaboration with the community, business and public sector partners. Key to its success is the Council's renewed commitment to listening to and acting upon residents' views and concerns; keeping them at the heart of every decision made.



A fourth survey is due to be undertaken at the end of the year. For the full survey results, which includes the list of questions which were set for the survey, please click on the following link:

[http://www.rotherham.gov.uk/downloads/download/250/lga\\_resident\\_satisfaction\\_survey](http://www.rotherham.gov.uk/downloads/download/250/lga_resident_satisfaction_survey)

## Record of decisions made by Commissioners

### Record of Decisions undertaken by Commissioner Sir Derek Myers

Matters for Consideration	Date of Meeting
<p><b>Framework Agreement for Support Workers - Learning Disability Services</b> To consider a tender process to establish a framework agreement to supply a range of support services for people with a learning disability</p>	<p>11<sup>th</sup> April, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Adult Care Contract and Procurement Strategy</b> To approve the extension of contract periods for a number of adult care services and also to approve a strategic review and tender exercise</p>	<p>11<sup>th</sup> April, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Approval of Tender for the construction of 3 classrooms at Brampton the Ellis C of E Primary School</b> To consider the construction of three additional classrooms and an increase to the school's published admission number</p>	<p>5<sup>th</sup> May, 2016 (Commissioner)</p>
<p><b>Copeland Lodge Building Proposal</b> To consider the decommissioning of Copeland Lodge, a former residential home for older people</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Disabled Go - Accessibility and Equality Services</b> To consider the suspension of Contract Standing Orders 4.1 and 4.2 to enable the Council to enter into a contract with Disabled Go to develop an Access Service in Rotherham</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Disposal of Pithouse West</b> To consider the disposal of the Pithouse West site following negotiations with Gullivers (Family Theme Parks)</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Implementing a Strategic Approach to the Commissioning and Delivery of Learning Disability Services</b> To consider the implementation of a strategic approach to the commissioning and delivery of services for people with a learning disability within Rotherham.</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Recommendation on the Proposed Future Model for the Rotherham Borough Council Enabling Service</b> To consider a new model for the enabling service (short term intensive support for people with difficulty in living independently)</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/ Commissioners)</p>
<p><b>Older People Independent Sector Care Home - Annual Inflationary Fee Uplift 2016/17</b> To consider the level of fees to the Independent Sector Residential and</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/ Commissioners)</p>

<p>Nursing Care Providers (people over 65 years) for the financial year 2016-17.</p>	
<p><b>Independent Sector Community and Home Care Services (Domiciliary Care) - Annual Inflationary Fee Uplift 2016/17</b> To consider the level of increase in the hourly rate paid to contracted independent sector home care providers for the financial year 2016-17.</p>	<p>26<sup>th</sup> May, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Recommendation to relocate the Intermediate Care provision at Netherfield Court</b> To approve a proposal to absorb the intermediate care provision currently provided at Netherfield Court into Lord Hardy Court and Davies Court.</p>	<p>11 July 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Commissioning and Procurement of Advocacy Services 2016 – Tender Update</b> To approve the award of statutory advocacy and generic advocacy contracts to bidders that achieve the highest marks in the tender evaluation process in terms of quality and price.</p>	<p>11 July 2016 (Advisory Cabinet/Commissioners)</p>

### Record of Decisions undertaken by Commissioner Malcolm Newsam

Matters for Consideration	Date of Meeting
<p><b>Longer Term Post Child Sexual Exploitation (CSE) Support Services</b> To consider a proposal to extend the period of the post-Child Sexual Exploitation Support Services</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Short Breaks Provision - Recommendation of Providers</b> To consider the award of a contract for the delivery of short break services for disabled children for a two year period commencing April 2016.</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Rotherham Independent Fostering Framework - Commissioning and Tender Outcome</b> To consider the re-commissioning of the independent fostering services as part of the Sufficiency Strategy, 2015-18.</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>

## Record of Decisions undertaken by Commissioner Patricia Bradwell

Matters for Consideration	Date of Meeting
<p><b>Childcare Sufficiency Report 2015/16</b> To approve the Childcare Sufficiency Report 2015/16.</p>	<p>26th May, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Recommended Providers for the Post Child Sexual Exploitation (CSE) Support Services Tender</b> To consider the award of contracts to provide long-term post Child Sexual Exploitation (CSE) Support Services from 1 July 2016</p>	<p>26th May, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Rotherham : A Child-Centred Borough</b> To consider Rotherham becoming a Borough which is recognisably child centred in the development of its policies, its community developments, its sports and leisure facilities and its service delivery.</p>	<p>6th June, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Consultation on the proposal for a planned closure of Silverwood and Cherry Tree House children's homes and the agreement to the relocation of Nelson Street Leaving Care Service to Hollowgate.</b> To consider the planned closure of Silverwood and Cherry Tree House children's homes and to relocate Nelson Street Leaving Care Service to Hollowgate</p>	<p>6th June, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Children &amp; Young People's Services (CYPS) 2015/2016 Year End Performance</b> To receive a summary of performance under key themes for Children's Social Care Services at the end of the 2015/16 reporting year.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Foster Carer Payment Scheme</b> To consider a new fee scheme for Rotherham foster carers.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>

## Record of Decisions undertaken by Commissioner Julie Kenny

Matters for Consideration	Date of Meeting
<p><b>Rotherham Rail Connectivity Study - Next Steps</b> To consider a review of the current rail connectivity and rail service provision to Rotherham Central railway station.</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Vision and Strategy for Adult Social Care</b> To consider update on progress on the adult social care development programme</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>In-House Residential Care Charges 2016/17</b> To consider the weekly maximum charge for In-House residential care for the elderly for 2016/17</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Non-Residential Care Charges 2016/17</b> To review charges for 2016/17 for domiciliary care, residential care, day care and transport, day care meals and for carers' services</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Commissioning and Procurement of Advocacy Services 2016</b> To consider the proposed future arrangements for advocacy services</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Proposal to Commence Consultation for the Future of Intermediate Care</b> To consider consultation on the proposal to consolidate the intermediate care provision in Rotherham</p>	<p>14th March, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Review of Fairground Localities and Charging Policy</b> To approve the Fairs and Charges Report 2016 and charges for 2016/17</p>	<p>11<sup>th</sup> April, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Riverside House LED Lighting Upgrade</b> To consider replacing the existing Riverside House lighting with more energy efficient LED technology lighting</p>	<p>11<sup>th</sup> April, 2016 (Advisory Cabinet/Commissioners)</p>

<p><b>Petition – Biological Records Centre</b> To consider a petition expressing opposition to a proposal to cease hosting the Rotherham Biological Records Centre from April, 2017</p>	<p>11<sup>th</sup> April, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Approval of Tender for the construction of two classrooms at Dalton Foljambe Primary School</b> To consider a tender for the construction of a new classroom block at the School</p>	<p>16th May, 2016 (Commissioner)</p>
<p><b>Rationalisation of Property Assets - former Greasbrough Road Depot, North Drive, Greasbrough, Rotherham</b> To approve the disposal of the former depot, North Drive, Greasborough</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Rotherham Town Centre Masterplan</b> To agree to the procurement of a town centre spatial Masterplan and the costs associated with the procurement of the Masterplan.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Rationalisation of Property Assets - Schedule of Property Disposals</b> To approve the disposal of a schedule of three low value assets.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Property Lease for the Aspire Pupil Referral Unit (PRU)</b> To approve a new lease of the premises at Hutton Park Vocational Centre, Eastwood Trading Estate to enable the transfer of Aspire secondary PRU (Pupil Referral Unit) from their existing premises at Catcliffe.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Transfer of Trusteeship of Swinton Recreation Ground</b> To seek approval to transfer the trusteeship of the Swinton Miners Welfare Scheme from the Council to Swinton Sports &amp; Health Group and to transfer the assets and liabilities of the Swinton Miners Welfare Trust from Rotherham MBC to the group.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>
<p><b>Adoption of Rotherham Town Centre Supplementary Planning Document</b> To adopt the supplementary planning document for Rotherham Town Centre.</p>	<p>11<sup>th</sup> July, 2016 (Advisory Cabinet/Commissioners)</p>

## Record of Decisions undertaken by Commissioner Mary Ney

Matters for consideration	Date of meeting
<p><b>Reports considered in conjunction with the Advisory Licensing Board</b></p> <p>Variation to the requirements regarding the provision and use of taxi cameras in licensed vehicles</p>	26 <sup>th</sup> February, 2016
<p><b>Hackney Carriage and Private Hire Licensing</b></p> <p>6 hearings dealt with 29 cases as shown on the attached schedule</p>	3 <sup>rd</sup> March 2016 22 <sup>nd</sup> March 2016 11 <sup>th</sup> April 2016 3 <sup>rd</sup> May 2016 13 <sup>th</sup> June 2016 19 <sup>th</sup> July 2016
<p><b>Licensing matters</b></p> <p>Applications for House to House collection licenses</p> <p>1 application considered – 1 refused</p>	22 <sup>nd</sup> March, 2016
<p><b>Decisions at Cabinet/Commissioner Decision making meetings</b></p> <p><b>Strategic Review of ICT related Contracts</b></p> <p>To consider the work being undertaken to strengthen the arrangements for the procurement of ICT related contracts, in particular the centralisation and co-ordination of the Council's Contracts Register; exempt from standing orders for some contacts and the undertaking of a procurement review</p> <p><b>Kerbside Collections</b></p> <p>To consider the contract price for the processing of kerbside collected household waste for recycling from the blue box - glass, cans and textiles</p>	11 <sup>th</sup> April, 2016 (Advisory Cabinet/ Commissioners)  11 <sup>th</sup> April, 2016 (Advisory Cabinet/ Commissioners)

# APPENDIX K

## COMMISSIONER NEY – LICENSING DECISIONS PRIVATE HIRE AND HACKNEY CARRIAGE

Meeting Date	Taxi Cases Listed	Did not attend	Defer	Licence Granted	Licence Refused	No action	Suspend Temporarily	Revoke Licence	Warnings Issued
<b>2016</b>									
3 March	4	1	1	2	1	-	-	-	-
22 March	7	2	2	1	-	3	-	1	-
11 April	5	2	2	1	2	-	-	-	-
3 May	4	1	1	1	2	-	-	-	-
13 June	4	1	1	2	-	-	-	1	-
19 July	5	-	1	-	2	-	1	-	-
<b>TOTAL</b>	<b>29</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>

### Notes

NB – 19<sup>th</sup> July meeting – one driver handed the licence back at the meeting (no decision required)



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## Costs relating to Commissioners

### Cost of Commissioners February 2016 - June 2016

Cost/saving	£
Commissioners Fees	10,633.33
Commissioners Expenses - Hotels & Travel	7,935.67
Commissioner National Insurance	11,748.28
Commissioners Support	55,989.81
<b>Sub Total</b>	<b>186,307.09</b>
Less: Costs avoided reduce Allowance payments to Cabinet Members	- 9,262.09
Net Costs for (approx) 5 month period	177,045.00
Please note that the hotel and travel expenses above exclude £3,485.79 paid since February 2016 which related to the prior period reported (late receipt of invoices).	
There will also be costs paid July onwards that will relate to the period February - June 2016 which is not included in the figures.	

### Commissioners' days worked February 2016 – June 2016

	Sir Derek Myers	Malcolm Newsam	Mary Ney	Julie Kenny	Patricia Bradwell	Total
February	5.5	10	7.5	5.5	0	28.5
March	9	16	7.5	5.5	0	38
April	3.5	8	6	5.5	0	23
May	7.5	2	6.5	3	4.5	23.5
June	2.5	0	8	4.5	7	22
<b>Total</b>	<b>28</b>	<b>36</b>	<b>35.5</b>	<b>24</b>	<b>11.5</b>	<b>135</b>
<b>Allocation of days</b>						320
<b>Remaining balance</b>						185

Under the terms of Directions from Government, a maximum of 320 days has been allocated between 4 Commissioners for the period February 2016 to January 2017.

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# APPENDIX M

## List of Elected Members

### WARD 1: Anston & Woodsetts



**Jonathan Ireland**  
Labour



**Katherine Wilson**  
Labour



**Clive Jepson**  
Independent

### WARD 4: Dinnington



**Simon Tweed**  
Labour



**Ian Fennie**  
UKIP



**Jeanette Mallinder**  
Labour

### WARD 7: Hooper



**David Roche**  
Labour



**Denise Lelliott**  
Labour



**Brian Steele**  
Labour

### WARD 10: Rawmarsh



**Robert Bird**  
Labour



**Sandra Marriott**  
UKIP



**David Sheppard**  
Labour

### WARD 13: Rotherham West



**Eve Keenan**  
Labour



**Patricia Jarvis**  
Labour



**Ian Jones**  
Labour

### WARD 16: Swinton



**Ken Wyatt**  
Labour



**Victoria Cusworth**  
Labour



**Stuart Sansome**  
Labour

### WARD 19: Wath



**Alan Atkin**  
Labour



**Simon Evans**  
Labour



**Jayne Elliot**  
Labour

### WARD 2: Boston Castle



**Saghir Alam**  
Labour



**Taiba Yasseen**  
Labour



**Rose McNeely**  
Labour

### WARD 5: Hellaby



**Jenny Andrews**  
Labour



**Brian Cutts**  
UKIP



**John Turner**  
UKIP

### WARD 8: Keppel



**Maggi Clark**  
Labour



**Paul Hague**  
UKIP



**David Cutts**  
UKIP

### WARD 11: Rother Vale



**Leon Allcock**  
Labour



**Amy Brookes**  
Labour



**Robert Walsh**  
Labour

### WARD 14: Silverwood



**Ann Russell**  
Labour



**Steven Marles**  
Labour



**Alan Napper**  
UKIP

### WARD 17: Valley



**Kerry Albiston**  
Labour



**Jayne Senior**  
Labour



**Kathleen Reeder**  
UKIP

### WARD 20: Wickersley



**Emma Hoddinott**  
Labour



**Chris Read**  
Labour



**Sue Ellis**  
Labour

### WARD 3: Brinsworth & Catcliffe



**Nigel Simpson**  
UKIP



**Andrew Roddison**  
Labour



**Alan Buckley**  
Labour

### WARD 6: Holderness



**Robert Taylor**  
Labour



**Lindsay Pitchley**  
Labour



**Michael Elliot**  
UKIP

### WARD 9: Maltby



**Richard Price**  
Labour



**Christine Beaumont**  
Labour



**Amy Rushforth**  
Labour

### WARD 12: Rotherham East



**Wendy Cooksey**  
Labour



**Tajamal Khan**  
Labour



**Deborah Fenwick-Green**  
Labour

### WARD 15: Sitwell



**Peter Short**  
UKIP



**Julie Turner**  
UKIP



**Allen Cowles**  
UKIP

### WARD 18: Wales



**Gordon Watson**  
Labour



**Jennifer Whysall**  
Labour



**Dominic Beck**  
Labour

### WARD 21: Wingfield



**Sarah Allen**  
Labour



**Robert Elliott**  
UKIP



**John Williams**  
Labour

End of Appendices