

Commissioners' 24 Month Progress Review

to the Department for Communities and Local Government

APPENDICES

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APPENDIX A

ROTHERHAM MBC CORPORATE “FRESH START” IMPROVEMENT PLAN

PROGRESS UPDATE SUMMARY REPORT (TO END DECEMBER 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, at the point of the end of December 2016. It again follows the format of summary reports provided as part of the previous Commissioners’ update reports to Government.
2. This latest progress report reflects the continuing improvement activity at the 7-month point of the Plan’s second phase. Performance therefore needs to be seen in the context of being just beyond the half-way point of the Phase Two Action Plan period, which commenced from the end of May 2016 and runs to the end of May 2017.

Background: requirements of the original Directions of 26 February 2015

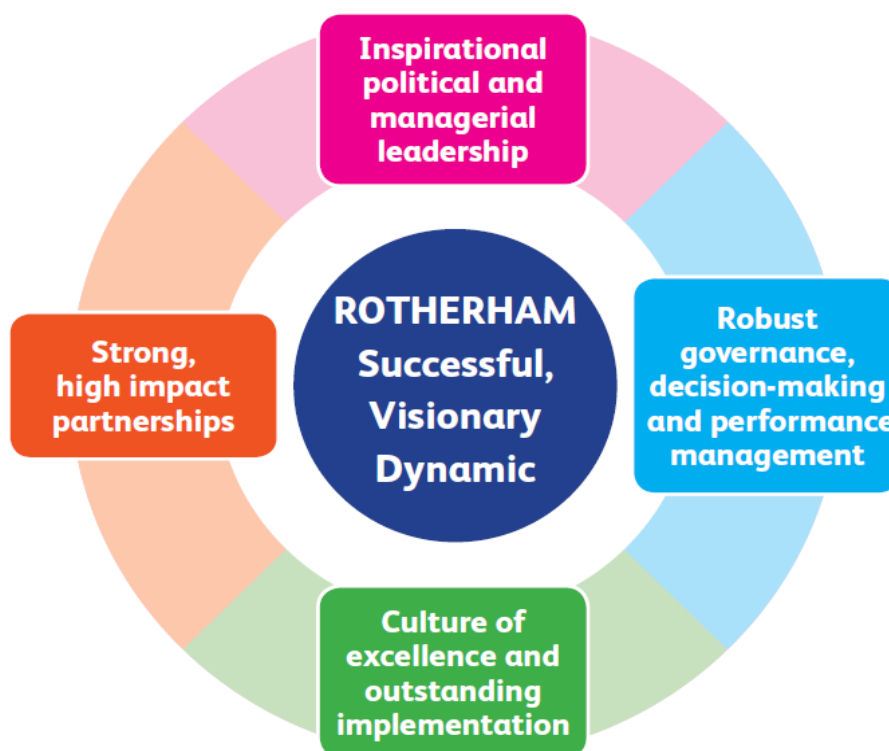
3. The original Secretary of State Directions of 26 February 2015 required, “under the direction of the then-appointed Managing Director Commissioner and Children’s Social Care Commissioner”, improvement plans to be prepared and submitted to Government within 3 months (i.e. by 26 May 2015). The Directions 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 (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 Dame 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 26th 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 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 in order 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 (but 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's implementation strategy for the "Fresh Start" Plan built 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 the support of lead council officers. The Joint Board has met regularly since July 2015 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, lead Cabinet Member for corporate services. as well as the leader of the opposition political group. It is chaired by

11. The delivery strategy for the first phase of the Plan included appropriate “RAG” ratings for each specific action – 132 in total – to help demonstrate the practical achievement of key outputs and milestones and help manage the implementation of change. Clear and accountable project leads were set out for each action, and progress monitoring reports have been provided to all Joint Board meetings (also informing the Commissioners’ progress reports to Secretaries of State to date).
12. An overall, first phase progress assessment was considered at the Joint Board meeting in May 2016. This set out that 82% of the identified improvement actions (108) had been assessed as substantively completed. 18% of the actions (24) were identified as areas of focus to be carried forward into Phase Two, which represented a combination of priorities that had longer-term timescales; and/or where the Joint Board had agreed a deferral into the second phase (either because of a reassessment of their implementation timescales or where delivery had been delayed). The August 2016 Commissioners’ report to Government also set out some of the key, tangible achievements during phase one.

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

13. The Joint Board also considered a draft “Phase Two Action Plan” at its meeting in May 2016, which was subsequently endorsed in a wider, public setting at the Cabinet and Commissioners Decision Meeting on 11 July 2016¹.
14. 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 Phase Two Plan is the clear ownership of implementation by the Chief Executive (in post from March 2016) and Strategic Leadership Team (all in place since August 2016). All Assistant Directors at the Council are also actively engaged in the supporting officer governance, which informs the progress reports to the Joint Board. Critically, the Council’s “M3” (middle) management tier was also proactively engaged in the process of finalising the Phase Two plan, to embed understanding and to ensure that its delivery is a shared endeavour across the entire organisation.
15. The Phase Two action plan sets 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 12 above).

Phase 2 progress and delivery (to December 2016)

16. The Joint Board has met in July, September and November 2016, as well as most recently on 16 January 2017 to review Phase Two performance and progress. As part of this the Joint Board has also agreed a programme of “deeper dive” discussions on specific, key elements of the Phase Two action plan (including those associated with the Council-wide review of commissioning, the digital and customer services review, procurement and contract management, and work to define the “future shape” of the Council).

¹ See www.rotherham.gov.uk/downloads/file/3096/rotherham_improvement_plan_phase_two

17. At the most recent, January 2017 Joint Board meeting, it was reported that 48% of actions had now been completed at the point of the end of December 2016; with all remaining actions on track for delivery in line with the required milestones and standards. No milestones out of the 99 were flagged by officers as at risk of missing the original delivery timescale, with a previously highlighted “at risk” milestone associated with the review of the commissioning function (ref. D.20 in the Phase Two action plan) no longer highlighted as an area of concern. In a very small number of cases (3) activity on the milestones within the plan wasn’t yet due to have started (i.e. these related to activity due to get underway from early 2017).
18. Headline Phase Two achievements at this 7 month stage includes:
- i. **Continuing focus on the public performance reporting associated with the Council’s 2016/17 Corporate Plan** (as agreed at the Council meeting on 13 July 2016). This includes in particular the **quarterly reports on performance** considered in public at the Cabinet and Commissioners decision making meetings on 12 September (quarter 1) and 14 November 2016 (quarter 2). The quarter 3 report will again be considered in public on 13 February 2017; and quarter 4 on 12 June 2017).
 - ii. Informed by an LGA peer challenge in July 2016, the Council’s **performance, research and intelligence function** has been reassessed, with a new “hub and spoke” model agreed by the Strategic Leadership Team in December 2016 to enhance corporate focus on performance management so that the intelligence from performance data can better drive service improvements and change. A new Head of Service for Performance, Intelligence and Improvement has been created and is being recruited to, with the appointment expected to be confirmed in February 2017.
 - iii. A new **Workforce Strategy** was agreed at the end of October 2016, following consultation with staff. An underpinning action plan is being finalised to ensure the delivery of this strategy, and which will further support the ongoing improvement plan for HR functions at the Council into 2017.
 - iv. **Engagement by the Council’s senior leadership with staff** has continued, including via the Leader and Chief Executive meeting directly with around 1,100 members of the workforce over recent months. Results of a staff “pulse survey” have been broken down by Directorate to better assess the findings, with an Assistant Director-level steering group established to ensure that staff views and concerns are responded to.
 - v. The Council has agreed all of its **headline communication and engagement campaigns** for the year, to raise awareness and promote greater interaction with local communities. This included the public consultation on the Council’s future budget challenges, which began from November 2016; and other campaigns associated with adoption and fostering and “love where you live”. Planning for 2017/18 campaigns has also already started.
 - vi. New arrangements for “**pre-decision**” **scrutiny** have become embedded in the Council’s governance arrangements, and have been strongly welcomed by elected members in providing greater opportunity to understand and challenge the Council’s decision making.
 - vii. The delivery of a **full induction programme for newly elected councillors** has been positively delivered, with all councillors also now in the process of agreeing **Personal Development Plans**. Councillors in senior positions – Cabinet, Scrutiny Chairs and Leader of the Opposition – have welcomed the further support they have received through **peer mentoring** and other assistance through the LGA and Centre

for Public Scrutiny. The dedicated, member-led group examining all aspects of member development is now meeting on a regular basis. A full evaluation of the programme will now take place in early 2017.

- viii. Following the agreement of a new **Safer Rotherham Partnership** Plan in the summer of 2016, a review of the supporting Community Safety Team has taken place, which includes investment in a new Head of Community Safety post to support the Assistant Director lead. Recruitment to this post is expected to be confirmed by February 2017.
 - ix. To deliver against the ambitions of the Council's revised **Equalities and Diversity** Policy (agreed in July 2016), a more detailed strategy and action plan ("Equality for All") has been agreed, following consultation with the Council's workforce, partners and community groups. The Lead Cabinet Member for this area now chairs both a senior officer group and community reference group to continue to challenge progress with this critical area and the Council's associated duties.
 - x. External "**health-checks**" continue to be a key feature of how the Council is assessing the degree to which its services are fit-for-purpose, in comparison to those in other local authorities. An LGA peer review of the Council's commissioning function will take place in February; and an external assessment of the Property and Asset Management function reported in November 2016, with an improvement action plan due for consideration at the Cabinet and Commissioners Decision Making meeting in February 2017. More fundamental service reviews in the areas of waste and other environmental services will also be considered by the Joint Board in March 2017.
 - xi. A review of the Council's approach to **digital services and customer service standards**, led by a newly recruited Assistant Director, is also now underway. Information about the detailed actions and progress being achieved will be considered again by the Joint Board in February 2017.
 - xii. The renewed "Compact", to promote **more effective working between the Council and the voluntary and community sector**, has been finalised following public and stakeholder consultation (led by the sector itself) and will be formally launched in March 2017.
 - xiii. The finalised, long-term **Rotherham Together Partnership 'Community Strategy'** – to be called the "Rotherham Plan" – will also be launched formally in March 2017, alongside the renewed Compact. This will set out clearly the shared commitments for the borough across the public, private and voluntary and community sector.
19. At the most recent January meeting, there was one aspect of the Phase Two action plan where the Joint Board sought particular assurances. This related to the objective to establish a **new model of citizen engagement and neighbourhood working**, linked to a strengthened feelings of community cohesion. While a new vision and principles had been agreed at a Cabinet and Commissioners meeting in October 2016, work to establish the underpinning support arrangements had been originally due to be agreed by the end of the 2016 calendar year. The Joint Board considered a more realistic timeframe for having the operational arrangements in place would likely now be the autumn of 2017, but greater clarity on this would be needed at the Board's next meeting in February.

20. Similarly, work on a supporting, Council-wide statement on community engagement and cohesion had also been delayed from the original timeframe (autumn 2016). However, it was acknowledged that this was the result of a re-assessment of the work in the light of the Dame Louise Casey report published in December 2016; as well as the emergence of “building stronger communities” as a core theme of the Rotherham Together Partnership’s forthcoming Rotherham Plan (see paragraph 18.xiii above). It was agreed, therefore, that this statement should now be expected to be finalised by March 2017; and the will again, therefore, be a key focus of the Joint Board’s forthcoming meetings.

Conclusion

21. This performance update shows significant, positive progress achieved in terms of completing the key milestones set out in the Phase Two action plan. Activity on almost half of the plan’s milestones is now considered complete, with the remaining actions all assessed as on track and at the expected stage of delivery at this 7 month point.
22. Good progress has been achieved across all of the Plan’s headline themes – with Commissioners and Members emphasising that the activity associated with action to review of neighbourhood working and community engagement (within Theme D, *Strong, high impact* partnerships) now needs a particular focus to ensure delivery. The next meetings of the Joint Board in February and March 2017 will seek to ensure sufficient and effective progress is made on this aspect of the Council’s improvement, prior to the end of the Phase Two period in May 2017.
23. The final stages of progress with the Phase Two plan are also now linked directly to the Council’s plans to refresh its corporate, “Council Plan” for 2017/18 onwards and associated Performance Management Framework. There are clear opportunities to integrate reporting on the headline, ongoing improvement priorities across the organisation within the new Council Plan; provided this is done in such a way that Commissioners can maintain a clear line of sight, and ensure progress can continue to be reported in these progress updates to Government. The Joint Board agreed to reach a clearer view on this by their meeting in March 2017; hence the next Commissioners’ update report to Government, due in May 2017, will be able to advise on this further.

Public Report Cabinet and Commissioners' Decision Making Meeting

Council Report

Cabinet and Commissioners' Decision Making Meeting – 13 February 2017

Title

Corporate Plan 2016/17 Quarter 3 Performance Report

Is this a Key Decision and has it been included on the Forward Plan?

Yes

Directors Approving Submission of the Report

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Ward(s) Affected

All

Executive Summary

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13th July 2016. The plan represents the core document underpinning the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside it sits a renewed corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements are required (including service business plans) to ensure effective implementation.

To ensure the delivery of actions and their impact is assessed, formal quarterly performance reports are required to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration in line with new governance arrangements. This report is the third in the 2016/17 reporting cycle covering quarter 3 (October to December 2016).

The Performance Report and Performance Scorecard (Appendices A and B) provide an analysis of the Council's current performance against 14 key delivery outcomes and 103 measures (the Corporate Plan includes 86 measures, however, a number of

these include different measurable elements). This report is based on the position of available data at the end of December 2016, along with an overview of progress on key projects and activities which also contribute towards the delivery of the Corporate Plan.

At the end of the third quarter (October – December 2016) 25 measures are progressing above or in line with the target set. Although this represents 24.3% of the total number of measures, performance data shows that 43.9% of measures which have data available for the first quarter are on target. 28.1% (16) of performance measures measured this quarter have not progressed in accordance with the target set (15.5% overall).

Recommendations

Cabinet is recommended to:

- Note the overall position and direction of travel in relation to performance
- Discuss measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
- Note the future performance reporting timetable for 2016/17.

List of Appendices Included

- Appendix A – Quarter 3 Performance Report
- Appendix B – Quarter 3 Performance Scorecard

Background Papers

- RMBC corporate ‘Fresh Start’ Improvement Plan, 26th May 2015
- RMBC corporate Improvement Plan, Phase Two Action Plan, June 2016
- RMBC Corporate Plan 2016–18 draft approved December 2015
- Performance Management Framework 2016-17
- RMBC Corporate Plan 2016-17 approved July 2016
- Corporate Plan 2016/17 Quarter 1 Performance Report
- Corporate Plan 2016/17 Quarter 2 Performance Report

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None.

Council Approval Required

No

Exempt from the Press and Public

No

Title: Corporate Plan 2016/17 Quarter 3 Performance Report

1. Recommendations

1.1 Cabinet is recommended to:

- Note the overall position and direction of travel in relation to performance
- Discuss measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
- Note the future performance reporting timetable for 2016/17.

2. Background

2.1 The Council's two-year corporate 'Fresh Start' Improvement Plan, agreed by Commissioners, Elected Members and central Government in May 2015, set out a specific objective for the Council to establish a new Corporate Plan and supporting Performance Management Framework.

2.3 Initial work took place in 2015 on an outline document and, following the arrival of the Chief Executive in February 2016, work took place with Cabinet Members, Strategic Directors, Assistant Directors, senior officers and performance leads to identify headline measures in order to refine a finalised Corporate Plan for 2016-17. This was approved at the RMBC Council meeting on 13th July 2016. An underpinning performance management framework was also published at the same time, with 2016-17 set out as a transitional year to introduce new performance management arrangements and ensure a more consistent approach to performance across the Council.

2.7 The first quarterly Performance Report (April – June 2016) in this new format was presented to the Cabinet and Commissioners' Decision Making meeting on 12th September 2016 (as well as the Overview and Scrutiny Management Board on 16th September 2016).

2.8 The Cabinet and Commissioners' Decision Making meeting considered the second quarter's results (July – September 2016) on 14th November 2016.

3. Key Issues

3.1 The Corporate Plan includes 86 measures. However, a number of these include different measurable elements, resulting in there being 103 in total. The measures sit under 14 key delivery outcomes, which form the priority actions under each of the vision priorities:

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

3.2 These four priorities are underpinned by a fifth, cross-cutting commitment to be a *modern and efficient Council*.

- 3.3 The 2016/17 Corporate Plan sets out the vision, priorities and measures to assess progress against the Council’s overall vision. Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans will be in place at different levels of the organisation to provide the critical ‘golden thread’ that ensures everyone is working together to achieve the Council’s strategic priorities.
- 3.4 The enclosed performance report (Appendix A) sets out how the Council has performed in the third quarter of 2016/17 (October – December 2016) to deliver the five headline priorities of the Corporate Plan. The report provides an overview of progress and exceptions (good/improved performance and areas of concern) as well as wider information, key facts and intelligence such as customer feedback, quality assurance, external regulation and specific case study information to demonstrate what has been achieved to deliver the vision.
- 3.5 The enclosed quarter three performance scorecard (Appendix B) provides a summary of the Council’s performance against all 103 performance measures. Commissioners and Cabinet Members are asked to note that a front-page “dashboard” has been developed for this version of the scorecard, in an attempt to respond to the request from elected members when considering the quarter one and two reports that it would be helpful to have a visual means of summarising the key performance headlines.
- 3.6 At the end of the third quarter (October – December 2016), 25 measures are progressing above or in line with the target set. Although this represents 24.3% of the total number of measures, performance data shows that 43.9% of measures which have data available for the first quarter are on target. 28.1% (16) of performance measures measured this quarter have not progressed in accordance with the target set (15.5% overall).
- 3.7 28.1% (16) of performance indicators measured this quarter have not progressed in accordance with the target set (15.5% overall) and 20.3% (14) have seen a negative direction of travel (13.6% across the whole of the Corporate Plan). This is a deterioration in performance when compared to 24.1% of measured indicators not hitting their targets in quarter 2. However, direction of travel is more positive compared to the 32.3% of indicators which previously had a negative direction of travel.
- 3.8 15.5% of measures (16 in total) are rated as ‘measure not applicable for target’ and 28.2% of measures (29 in total) are rated as ‘measure information not yet available’ due to a number of measures which are annual, termly or 6 monthly. In some circumstances interim data is available to demonstrate whether or not the Council is on track to achieve the annual target, however, for others the Performance Report provides an overview of progress to assure Cabinet/Commissioners that progress is being made.
- 3.9 Commissioners and Cabinet Members will recall that the Corporate Plan includes five staff values and behaviours which capture in one place how everyone in the Council is expected to act and behave, including with customers and partners. Roll-out of the values commenced in September 2016 with staff briefings, articles in Take 5, a new screensaver and launch of

employee awards nominations, particularly recognising those openly living the values. The Big Hearts Big Changes Awards also took place on 24th November. Further roll out phases will see the behaviours incorporated within the PDR arrangements for all council staff.

- 3.10 The final, quarter four Corporate Plan performance report (covering January to March 2017 data) is scheduled to be considered at the Cabinet and Commissioners' meeting on 12th June 2017. It is envisaged that, by this stage, a refreshed corporate plan for the Council for 2017/18 and beyond will be being finalised to ensure continuity in delivering the Council vision.

4. Options considered and recommended proposal

- 4.1 It is recommended that Cabinet and Commissioners review the overall position, direction of travel and general progress made to deliver against the key delivery outcomes in the 2016/17 Corporate Plan; and provide feedback regarding action required in relation to areas of poor and positive performance.

5. Consultation

- 5.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015 and set out in October 2015 (set out in the published "Views from Rotherham" report). During 2016/17 the Leader and Chief Executive have held a number of staff briefing sessions, which have included an updates on the Corporate Plan.

- 5.2 A presentation on the first version of a new Corporate Plan was made to Overview and Scrutiny Management Board on 26th November 2015, with this formally considered by members at the Council meeting on 9th December 2015 and approved on 13th July 2016. As work has progressed on the finalised plan a number of presentations and discussions took place with the Council's managers; and regular discussions on the developing plan took place with Strategic and Assistant Directors, Cabinet Members and Commissioners throughout the process.

- 5.5 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members. The first quarterly performance report was presented to the Cabinet and Commissioners' Decision Making meeting on 12th September and the Overview and Scrutiny Management Board (OSMB) on 16th September. The quarter two performance report was considered at the Cabinet and Commissioners Decision Making meeting on 14th November 2016.

6. Timetable and Accountability for Implementing this Decision

- 6.1 This is the third quarterly Performance Report. The quarter four performance report will be presented to Cabinet and Commissioners on 12th June 2017.

7. Financial and Procurement Implications

- 7.1 The Corporate Plan helps steer the use of Council finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context.
- 7.2 The Council operates in a constantly changing environment and will need to be mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet strategic, corporate priorities and performance targets; and that ambitions remain realistic. This will need to be reflected in the refresh of the Council's corporate plan for 2017/18 onwards.

8. Legal Implications

- 8.1 While there is no specific statutory requirement for the Council to have a performance management framework and corporate plan, being clear about the Council's ambitions gives staff, partners, residents and central Government a clearer understanding of what it is seeking to achieve and how it will prioritise spending decisions.
- 8.2 An effective and embedded corporate plan is also a key part of the Council's ongoing improvement journey in response to Government intervention at the Council.

9. Human Resources Implications

- 9.1 There are no direct Human Resources implications as a result of this report, though the contribution HR makes to a fully functioning organisation and dynamic workforce is set out within the plan and Performance Report (priority 5 – a modern, efficient Council). Continued roll out of the values and behaviours contained within the 2016/17 Corporate Plan requires engagement with all sections of the workforce and it is a key role for managers across the organisation, led by the Chief Executive and Strategic Leadership Team.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The Corporate Plan has a core focus on the needs of children and young people and vulnerable adults, including a focus on establishing Rotherham as a 'child-centred' borough (Priority 1).

11. Equalities and Human Rights Implications

- 11.1 Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board.
- 11.2 A new corporate Equalities and Diversity Policy was adopted by Council on 13th July 2016 which clarifies the associated duties of the Council in delivering the aims and ambitions of its corporate plan and supporting service business planning processes. A more detailed strategy and action plan – "Equality for All" – has also been developed to further support Council action and focus in line with its equalities and diversity duties and ambitions.

12. Implications for Partners and Other Directorates

12.1 Partnership working is central to the delivery of the Corporate Plan. Where partners are integral to delivery this is set out in the relevant performance narratives.

12.2 A formal partnership structure for Rotherham was re-established during 2015/16 with the formation of the new 'Rotherham Together Partnership' (RTP). An initial, 12 month RTP Action Plan was launched in March 2016 and partners are now finalising a new, longer-term community strategy to come into force from 2017/18. This will describe how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. This partnership plan will also need to inform future assessment of the Council's own corporate plan from 2017/18 onwards.

13. Risks and Mitigation

13.1 Within the performance report there are two sections relating to risks under each of the key delivery outcomes. These include the 'exceptions' and 'risks and challenges ahead' sections. Within the performance scorecard all measures which have not progressed in accordance with the target set are clearly marked with a red cross. Directorates are also responsible for ensuring that any significant risks are also addressed via Directorate and Corporate Risk Registers.

13.2 The Strategic Risk Register is structured to identify and mitigate strategic risks aligned to the Corporate Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Corporate Plan. Each risk area is reviewed every six weeks.

Accountable Officer:

Sharon Kemp, Chief Executive

Approvals Obtained from:

Head of Human Resources: Sue Palfreyman

Assistant Director of Legal Services: Dermot Pearson

Strategic Director of Finance and Customer Services: Judith Badger

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

RMBC CORPORATE PLAN 2016-17

PERFORMANCE REPORT

Period:

Quarter 3 (September – December 2016)

About this report:

This report sets out how the Council has performed in the third quarter of 2016/17 to deliver the four headline priorities for Rotherham as set out in the Corporate Plan. It brings together headline performance measures with wider information, key facts and intelligence to explain how the Council is working and performing to deliver its vision for Rotherham.

The Council's 4 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*

These four priorities are underpinned by a fifth, cross-cutting commitment to be a *modern and efficient Council*.

This report focuses on the headline performance measures associated with these key priorities. Through directorate and service teams the Council carries out wider work that is subject to further measures of performance and quality, which are addressed and managed through Directorate- and Service-level Business Plans. This report is intended to provide an overview of the contribution that the Council makes across all of its activities to improving Rotherham as a place to live, work and spend time.

Headline narratives:

The Council's Corporate Plan for 2016/17 sets out the outcomes and headline measures that demonstrate performance against the four priorities that the Council works towards in order to create a safer, healthier and more prosperous Rotherham.

<p>Every child making the best start in life</p> <p>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.</p>	<p>Every adult secure, responsible and empowered</p> <p>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.</p>
<p>A strong community in a clean safe environment</p> <p>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.</p>	<p>Extending opportunity, prosperity and planning for the future</p> <p>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.</p>
<p>Running of a modern, efficient Council</p> <p>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.</p>	

The Council’s headline outcomes

The report is focussed around the following key delivery outcomes which the Council is seeking to achieve in delivering the vision for the borough.

Priority	Outcome
Priority 1 - Every child making the best start in life	A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect
	B. Children and Young people are supported to reach their potential
	C. Children, young people and families are enabled to live healthier lives
Priority 2 - Every adult secure, responsible and empowered	A. Adults are enabled to live healthier lives
	B. Adults and carers are supported to be safe, independent and resilient within a personalised model of care and support
Priority 3 - A strong community in a clean, safe environment	A. Communities are strong and people feel safe <i>(also contributes to priority 2 – Every adult secure, responsible and empowered)</i>
	B. Streets, public realm and green spaces are clean and well maintained
Priority 4 - Extending opportunity, prosperity and planning for the future	A. Businesses supported to grow and employment opportunities expanded across the borough
	B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector <i>(also contributes to priority 2 – Every adult secure, responsible and empowered)</i>
	C. Adults supported to access learning improving their chances of securing or retaining employment
Priority 5 - Running a modern, efficient Council	A. Maximised use of assets and resources and services demonstrate value for money
	B. Effective governance arrangements and decision making processes are in place
	C. Staff listen and are responsive to customers to understand and relate to their needs
	D. Effective members, workforce and organisational culture

This report is based on the headline measures that Council directorates have identified that demonstrate progress in achieving the above outcomes.

Key to performance monitoring

The following symbols are used in this report to show how the council is performing in line with the measures and targets it has set:

Overall status (relevant to target)



Measure progressing above or in line with target set



Measure progress has been satisfactory but is not fully reaching target set



Measure has not progressed in accordance with target set



Measure under development (e.g. awaiting data collection or target-setting)



Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)



Measure information not yet available (e.g. due to infrequency or timing of information/data)

Direction of travel (dependent upon whether good performance in high or low)



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

Executive summary

The 2016/17 Corporate Plan includes a total of 103 measures:

- 21 measures with monthly data
- 31 measures with quarterly data
- 6 measures with termly data
- 7 measures with 6-monthly data
- 37 measures with annual data
- 1 measure with biennial data

At the end of the third quarter (September – December 2016) **25 measures are progressing above or in line with the target set**. Although this represents 24.3% of the total number of measures, performance data shows that **43.9% of measures which have data available for the third quarter are on target** (a rise from the 39.7% in the last quarter). The **direction of travel is positive for 47.8%** (33) of the indicators measured this quarter, which is a rise on the 43.1% in the last quarter.

29.8% (17) of performance measures which have the measurable data this quarter have *not* progressed in accordance with the target set (16.5% overall); and **23.2% (16) have seen a negative direction of travel** (15.5% across the whole of the Plan). This is a deterioration in performance when compared to 24.1% of measured indicators not hitting their targets in quarter 2. However, direction of travel is more positive compared to the 32.3% of indicators which previously had a negative direction of travel.

16.5% of measures (17 in total) are rated as ‘measure not applicable for target’; and **28.2% of measures (29 in total) are rated as ‘measure information not yet available’ due to a number of indicators which are annual, termly or 6 monthly**. In some circumstances interim data is available to demonstrate whether or not the Council is on track to achieve the annual target; however, for others, the Performance Report narrative provides an overview of progress to help assure Cabinet and Commissioners that progress is being made and/or appropriate action is being taken.

The Council has identified **32 Priority Measures**, of which data is available for 21. For the remaining 11 indicators, eight are subject to annual reporting and there are three where there is no specific target. Of the 21 that have data available, 9 (43%) are currently hitting their targets, and 8 (39%) are currently missing targets. The remaining 4 (19%) are on track but not yet hitting target. Direction of travel data is available for 23 priority measures. 9 priority measures (39%) are currently showing improving direction of travel, with 8 (35%) declining and 6 (26%) stable.

In summary the overall performance picture is clearly influenced by where monitoring data is available (which differs from quarter to quarter) - but shows a more polarised position with positive overall improvement in measures progressing in line or above targets, offset by the increase in those *not* progressing in line with expectations (and fewer measures “in the middle”).

Priority 1 - Every child making the best start in life

- 4 measures (23.5% of those measured this quarter) are progressing above or in line with target set
- 9 measures (53% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 4 measures (23.5% of those measured this quarter) have not progressed in accordance with target set
- 5 measures targets are not applicable
- 5 measures do not yet have data available due to the infrequency/timing of the data

Improvement continues to be made across the priority area to ensure that every child makes the best start in life. In particular, **the percentage of young people aged 16 to 18 who are 'Not in Education, Employment or Training' (NEET)** continues to hit its target; and the **percentage of referrals to Child and Adolescent Mental Health Service (CAMHS) which are triaged for urgency within 24 hours of receipt** remains at 100%, sustaining the improved performance in quarter two.

The increase in the proportion of children who are cared for in a family setting (priority measure) is now on track to achieve its target by the year-end; and figures have improved markedly from quarter two's performance of 81.1%, to a new level of 86.5% in this quarter.

However, there continue to be areas which require improvement and a number of actions and interventions are currently being implemented, as outlined in the Children and Young People's Services Improvement Plan. The **% of Child and Adolescent Mental Health Service (CAMHS) triaged referrals assessed within 3 weeks** is still an area of concern and current performance has fallen to 26.3% in quarter three, compared to 28% in quarter two. This is well below the target of 95%. Additional staff were appointed in December 2016 and a series of actions are in place to improve matters for the final quarter.

The **percentage of children who have had a social care concern raised within 12 months of the last concern ending (priority measure)** is now at 25.3% against the target of 23%; and, although missing the target, has improved significantly from the 31.6% at the end of Quarter 2. It remains, however, higher than the national average and a number of initiatives are in place to further improve performance for the final quarter.

% of children who are subject to repeat child protection plans (priority measure) continues to miss its target and performance has decreased in quarter three. Work continues in the service to assess the quality of plans and to ensure that they are only ceased when children and young people are no longer at risk.

There had been **15 prosecutions for Child Sexual Exploitation** offences in the financial year to 31st December 2016.

Priority 2 - Every adult secure, responsible and empowered

- 5 measures (62.5% of those measured this quarter) are progressing above or in line with target set
- 1 measures (12.5% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 2 measure (25% of those measured this quarter) has not progressed in accordance with target set
- 6 measures targets are not applicable
- 9 measures do not yet have data available due to the infrequency/timing of the data

Some measures are only available up to 30th November 2016, due to the transfer of data over to the new Liquid Logic system. However, the data available indicates good progress continues to be made in a number of measures and that the overall majority of measures are on track to achieve the targets set. **Delayed transfers of care from hospital (priority measure)** and the **number of carer's assessments**, however, remain areas of concern in quarter three.

The direction of travel for the **number of carer's assessments** remains a cause for concern. Performance was reported as 164 for the first two months of the quarter, compared to 341 in quarter 2 and 430 in quarter one. Action is in hand to address this reduction in the figures and a partnership event took place on 24th January 2016 to help identify the challenges to be overcome.

Average delayed transfers of care from hospital (DTC), is coming under pressure and figures show a downward switch in direction of travel based on the available November data. Local 'on the ground' experience of delays has resulted in the hospital operating at over 100% bed capacity, which means patients are not getting admitted on to wards and trolley waits have been a day-to-day occurrence.

Increasing the **number of people with learning disabilities supported into work** is still a high priority and the indicator is still not fully reaching the 6% target set, although performance is improving.

There is no data available for 2016/17 **Public Health** due to its frequency being annual, however the most recent data shows that the prevalence of **smoking and physical inactivity** have both reduced since 2012. The recent increase in **suicide rates** is a cause for concern.

Crisis loans data for the quarter shows a further reduction, with 109 issued over the period (compared to 130 in quarter 2 and 248 in quarter 1). Reasons for this trend are being discussed with Laser credit union (with their temporary accommodation for much of 2016 likely to have been a factor). The numbers of **food in crisis** parcels issued has, however, continued at broadly the monthly amount as experienced in the year so far, with 787 provided in the quarter. This means that the end-of-year position is almost certain to exceed that for 2015/16.

Priority 3 - A strong community in a clean, safe environment

- 7 measures (58.3% of those measured this quarter) are progressing above or in line with target set
- 5 measures (41.7% of those measured this quarter) have not progressed in accordance with target set
- 4 measures targets are not applicable
- 2 measures do not yet have data available due to the infrequency/timing of the data

Progress continues to be made across outcome areas, although a range of factors are making delivery of targets challenging around ensuring communities are strong and people feel safe.

Levels of reported anti-social behaviour have seen a reduction in quarter three, although the “year to date” figures are still 6% above the comparative figures for 2015-16. Additionally, the **% of all license holders that demonstrate adherence to the Council’s Hackney Carriage and Private Hire Policy (priority measure)** remains short of the 100% target, but 3 out of the 4 categories making up this indicator continue to see very good compliance rates – now at 98% or above (compared to 96% in the last quarter). The fourth category, which requires drivers to obtain the BTEC / NVQ qualification, remains low but is improving and enforcement action will be taken against those drivers failing to make sufficient progress.

The latest 6-monthly **residents’ satisfaction survey** (held in December 2016 with support from the LGA) showed that 81% of respondents were **satisfied with their local area** as a place to live, which is broadly in line with the national average (83%) and slightly higher than when the poll was first held in summer 2015. 66% of residents said they were **satisfied with Rotherham overall** as a place to live – up four percentage points since the last poll in summer 2016.

Performance remains challenging in both priority indicators covering the **number of people borrowing books and other materials (priority measure)** and the **aggregate footfall in the Town Centre**. The former indicator is continuing to improve but not guaranteed to hit its target, whilst the latter continues to decline. Plans are in place to improve both indicators.

The **Streets, Public Realm and Green Spaces** outcome area is broadly in line with targets with all indicators now expected to hit their targets by year-end and indicators improving or stable in the vast majority of instances.

Priority 4 - Extending opportunity, prosperity and planning for the future

- 2 measures (28.6% of those measured this quarter) are progressing above or in line with target set
- 2 measures (28.6% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 3 measures (42.8% of those measured this quarter) have not progressed in accordance with target set
- 10 measures do not yet have data available due to the infrequency/timing of the data

Key data relating to measures focused around **economic growth** remain unavailable, due to their annual frequency. However, the first annual review and monitoring of the Council's 10-year Economic Growth Plan is currently taking place and will be taken to the Business Growth Board and elected members during the first quarter of 2017. Recent progress includes the commencement of work on the Town Centre Masterplan, three significant capital projects being approved to proceed to a full bid to the SCR and Rotherham and Sheffield Councils being successful in a joint bid to the Department for Transport to develop transport solutions for the Advanced Manufacturing Innovation District (AMID).

Interim housing data for measures relating to **high quality accommodation** continue to indicate that the majority are on track to achieve their annual target. However, the **new affordable home ownership** target of 148 will not be achieved following reductions in government grant funding and the figures for delivery of new homes are worsening.

Further work has continued to raise standards of accommodation in the private rented sector through the **Council's Selective Licensing Scheme**. Performance for landlords applying for licenses in quarter three is 92% overall and new staff joining the team in the final quarter will be deployed in Maltby, which is currently the only area off target. 86% of the 700 homes inspected in the third quarter have been found to broadly compliant with Housing Legislation, which is encouraging.

The profile for delivery of **adult learning provision** is on target and any underperformance is specifically related to recruitment of learners by subcontractors. 2016/17 targets and performance suggest that although enrolments are only 372 against a target of 780, success rates and retention is currently 100%. However, there is still work to be done to ensure that data analysis is effective enough to highlight any potential areas of concern and risks to RMBC.

Priority 5 - Running a modern, efficient Council

- 7 measures (53.8% of those measured this quarter) are progressing above or in line with target set
- 3 measures (23.1% of those measured this quarter) progress has been satisfactory but is not fully reaching target set
- 3 measures (23.1% of those measured this quarter) have not progressed in accordance with target set
- 2 measures targets are not applicable
- 3 measures do not yet have data available due to the infrequency/timing of the data

At this stage in the year, it is positive to note that the **revenues collected from Council Tax and Non Domestic Rates** are in line with the Council's financial planning assumptions, as set out in its Revenue Budget approved by Council.

The most recent LGA-supported **satisfaction survey with residents** showed statistical improvements by 8 percentage points in people having trust (50%) and confidence (49%) in the Council, since the survey was first held (in June 2015).

The **percentage of complaints closed within the timescales** has increased to 86% (82% in quarter 2) and is now slightly above target. Additionally, the number of compliments has improved significantly in quarter 3 (226 against 168 in Quarter 2); whilst the **number of complaints received** has broadly remained stable with number rising only slightly to 275 from 271 in the previous quarter.

The **pre-decision scrutiny** process is now embedded within the decision-making processes at the Council and has so far been welcomed positively by members engaged in scrutiny, as well as Executive members and officers.

Both the **number of days lost per FTE (priority measure)** and **reduction in agency costs (priority measure)** remain below target. The number of days lost per FTE decreased very remained essentially stable in quarter three, at 10.70 days. Agency staff costs, however, have increased to £7,335m and remain 43% above last year's figures. The HR Service has continued targeted support through business partners to individual managers within services and systems-based reminders are being issued to services where action is required. In addition, the HR Service is working on a reorganisation of how it works with directorates on their management of sickness within Council services.

As part of workforce management arrangements agreed with the Chief Executive, a new Workforce Management Board, led by the Assistant Chief Executive and consisting of Assistant Directors, has introduced a control process with regard to the use of agency staff requiring explicit directorate and Board sign-off. It is anticipated that this action will have a further impact in time for the next, quarter four performance report.

Priority 1: 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: Ian Thomas, Strategic Director – Children and Young People’s Services

Overview of progress:

The Services that protect and care for children continue to make reasonable progress in achieving good levels of statutory compliance. The Council has created an environment where good social work practice can thrive: a stable workforce, well-led and managed; low caseloads; and competitive remunerations.

The Council’s significant investment in transformation will ensure that the services can move to the next phase of the improvement journey, where the management of demand and an improvement in the quality of practice is expected.

Rotherham has committed to identifying and engaging 882 families with the ‘Families for Change’ programme. In the year to date 68% of the target families have been engaged; if families were attached evenly to the programme across the whole year, this figure would be 75%. This is behind the planned profile; hence, performance will need to improve in the remaining months of the financial year to meet the annual target.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No 1.A1 – The number of Children in Need per 100,000 population has reduced to 375 at the end of Q3 compared to 390.4 at the end of Q2. (Priority Measure)</p>	<p>Ref No 1.A2 – The number of families engaging with the ‘Families for Change’ programme has increased to 68% in Q3, from 46% in Q2, but is currently off track to hit the year-end target of 100%.</p>
<p>Ref No 1.A5 - Increase in the proportion of children who are cared for in a family based setting is 86.5% compared to 81.1% at the end of Q2 and is now close to the year-end target of 87.5% (Priority Measure)</p>	<p>Ref No. 1.A4 - Increase in children becoming subject of a child protection plan for second or subsequent time to 7.2% Q3 from 6.5% Q2 (Priority Measure)</p>

Performance story/narrative:

1.A1 - There is no good or bad performance in relation to the numbers of Children in Need (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. The numbers in December remains high at 375 children per 10,000 population, though lower than the 390 at the end of Q2.

The locality management team have clear processes in place for regular reviews of CIN cases to ensure timely progression and to avoid drift. This work is on a rolling basis and ensures that workers and team managers are challenged on the

effectiveness of CIN planning where appropriate.

There has been some analysis of the data to understand the increase and it is clear that the current increase is largely concentrated within First Response. Joint work has been undertaken with heads of service and service managers across social care and Early Help to review triage arrangements, MASH and duty processes to ensure that referrals to social care are appropriate and that work that can be undertaken by Early Help services is identified at the earliest opportunity in the journey of the child. This work has already demonstrated its impact by the reducing numbers of CIN from a peak of 1,934 to 1,734 in January.

One of the measures of success of the Council's 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.

1.A2 - In 2016/17 Rotherham has committed to identifying and engaging 882 families in the 'Troubled Families' programme (known locally as 'Families for Change'). The introduction of the Liquid Logic system in October 2016 has altered the flow of data between operational and performance teams and this has created a lag in performance reporting. However, interim arrangements are now in place and should allow the Council to retrieve the ground lost in November 2016.

Troubled Families funding is made up of three components: a transformation grant (fixed annual sum), engagement fees (received up front based on number of families identified for the programme) and payment by results (received in arrears based on positive outcomes achieved following work with the family). If the Council is unable to meet the full commitment of engaging 882 families in this financial year, it is unlikely that the associated government funding will be clawed back; however, the Council may not be able to set a similarly ambitious target for 2017/18. This would reduce the amount of funding that can be derived from engagement fees and increase reliance on payment by results funding which is not assured.

1.A3 - Re-referrals are a reflection of the quality of practice and as this improves the percentage should reduce. Current performance is 25.3% against the target of 23%. This remains higher than the national average of 24%, indicating that children's needs may not be being met in a sustained way. This reinforces the findings of an audit programme which is trying to help the service move beyond simply compliance.

Greater stability in our workforce, lower caseloads for social workers, better management oversight, an enhanced Early Help offer and an embedded delivery model ("signs of safety") are amongst the factors that will improve quality of practice, and which will have a direct impact on reducing the re-referral rate. However, given the previous inadequacies and legacy issues that result from this it is predicted that the re-referral rate may remain higher than the national average for some time to come.

1.A4 - The number of children on a plan for a second and subsequent time within 2 years has risen throughout the year and remains higher than the target of 4%. However, following analysis of the figures the number of children having a second or subsequent plan has remained relatively stable; though the total number of children

actually having a plan has come down, thereby resulting in the % staying high.

Work continues in the service to assess the quality of plans and to ensure that plans are only ceased when children and young people are no longer at risk or are supported appropriately at a lower level of intervention. It is clear that some of the reasons for repeat child protection planning relates to 'legacy' issues in relation to previous social work planning and intervention.

1.A5 - Between September and December 2016 there was a slight increase in the proportion of looked after children (LAC) cared for in a family based setting, which rose to 86.5% of the total LAC cohort. This is despite the overall numbers of LAC continuing to increase over this period up to 488 at the end of December.

Performance in October showed that 17 out of 22 admissions to care, and which were still looked after at the end of the month, were in foster care. In November 28 out of 30 admissions to care still looked after at the end of the month were either in foster care or placed with the birth family for a period of assessment (S38(6)).

This performance was echoed in December when there were 13 new admissions to care and 11 of these children were placed in family based care. One young person only became looked after by virtue of being remanded into custody, which meant that family care was not a legally viable option. This leaves only one young person who was placed in residential care. This placement was only made after significant challenging behaviours being exhibited by the young person, which led to offers of alternative placements not being forthcoming. However, renewed efforts are being made to secure this particular young person a foster family.

The Fostering Recruitment Team is also in the process of revising their marketing strategy, which includes the appointment of a dedicated marketing post. It is anticipated that this will enhance the recruitment of in-house foster carers and enable the service to more than achieve the target set for it, of a net increase of 15 foster families for each of the next 3 years. This, in turn, should support more LAC into family based care provision.

1.A6, 1.A7 & 1.A8 - Child Sexual Exploitation (CSE) continues to be identified, investigated and prosecuted. The number of CSE referrals increased during quarter 3 with a reported figure of 64. There is no target against this measure as numbers can fluctuate and are therefore difficult to predict.

There had been 15 prosecutions for CSE offences in the financial year to 31st December 2016. However, caring for the victims remains complex, especially supporting those who are going through court proceedings, some of which are historic in nature.

Ongoing risks and challenges ahead:

The service is now in a position to build on the statutory compliance achieved and move to position where social work intervention is rated 'good' consistently. To achieve this, the service needs a stable and well-motivated workforce that has the capacity to learn and develop its practice. The risk is that the current high demand in

the system will undermine the workforce's ability to develop the necessary skills to effectively protect and care for children. A range of transformation strategies are in place to manage this risk.

To mitigate the risk of not meeting the target for identifying and engaging families in the Troubled Families programme ("Families for Change"), which may put future funding at risk, remedial action is required to review existing caseloads for the Families for Change triggers.

Outcome: B. Children and Young people are supported to reach their potential

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

Overview of progress:

Rotherham is in the top quartile nationally for meeting parental preferences on national offer day for entry into Primary and Secondary schools – satisfying above 90% of all 1st preferences.

Rotherham is also ranked joint 3rd in the Yorkshire & Humber region for a ‘good level of development’ at the end of Early Years Foundation Stage – exceeding national averages. Outcomes have improved by 15% between 2013 and 2016.

94% of all Rotherham’s Ofsted-registered Early Years and Childcare providers are judged to be good or outstanding, which is 6% above the national average.

The proportion of pupils attending a good or better school in Rotherham is 86.2%, again above the national average.

Rotherham is above national average and ranked first in the Yorkshire and Humber Region for pupils achieving the expected standard in reading, writing and mathematics at Key Stage 2.

Rotherham’s GCSE performance has been consistently in line or above the national average since 2012. In 2016 the % of pupils achieving A* - C in English and Maths was 61.3% - 2.6% above the national average. The new Progress 8 score is also above the national average.

All Rotherham’s post-16 providers are judged by Ofsted as good or outstanding.

The number of two-year-olds taking up an early education place in Rotherham is consistently higher than the national average, with 86% of Rotherham’s eligible two-year-olds taking up a place in spring 2016 compared with 68% nationally.

Rotherham’s “Genuine Partnerships” Charter principles are being recommended nationally and Rotherham’s Inclusion Service is working in co-production with parents, young people and the national charity ‘Contact a Family’ to deliver consultation and training with leaders of inclusion in other local authorities.

Because of its unique central position in South Yorkshire, coupled with high quality and performance across all phases of the education system, the Borough is a net importer of children and young people from Early Years through to post-16 education.

The latest confirmed data released by the Department for Education (the Pupil Absence in Schools in England for Autumn 2015 and Spring 2016, combined) shows a small but positive reduction at both primary and secondary level. Persistent Absence (PA) rates in Rotherham primary schools reduced by 1.1% in autumn/spring 2015/16, compared to autumn/spring 2014/15; and in secondary schools reduced by 1.7% in autumn/spring 2015/16, compared to autumn/spring 2014/15. The final absence statistics relating to the full 2015/16 school year are due for publication in March 2017 and will be reported on in quarter four.

The number of children registered with a Children Centre and residing in the 30% lower-level super output areas has now reached 98% overall, against a local target

of 95%; with the South and North areas performing above target. This demonstrates that those families living in the areas with the highest needs are being targeted effectively, which is positive. Note: 95% equates to Ofsted's 'Good' rating criteria.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 1.B1: 87.2% of entitled 2 year olds accessing childcare in the autumn term compared to 79.5% in the summer term (Quarter 2) and a target of 80%.	Ref No. 1.B4 (a) and (b): While showing some improvement the rate of exclusions is still a concern for both Primary Schools (10.3% compared to a target of 8.4%) and Secondary Schools (14.4% compared to 13.8% target).
Ref No.1.B3: Educational progress from Key Stage 2 to Key Stage 4. The current 'Progress 8' score for Rotherham is +0.03 compared to the national average of -0.03.	Ref No. 1.B9 (a) and (b): While showing some improvement the educational performance of LAC is still a concern.
Ref No 1.B6: % of young people aged 16-17 who are Not in Education, Employment or Training (NEET) is at 2.9% at the end of Q3, compared to a target of no more than 5.9%.	
Ref No 1.B8: The number of children registered with a Children Centre now stands at 93% and is approaching the target of 95%.	

Performance story/narrative:

1.B1 - Performance is currently above expectations at the interim position for Autumn 2016. Take-up level at the interim position for Autumn 2016 was 79% and increased to 85% by the end of the term. Take-up level in this term is historically higher than the Spring and Summer terms because provision is at its lowest level during the year leading to more choice for parents.

1.B2 - The proportion of pupils attending a “good” or better school in Rotherham increased by 20% from 66% in August 2012 to 86.2% as at 31 August 2016. However, outcomes decreased by 1% in the Autumn Term of 2016. The latest comparison to the national average is 86% as at 31 August 2016. Rotherham averages are 1% below the national average.

The DfE academy conversion policy has affected the aggregated Ofsted profile for schools. The first inspection of all new schools, including academies, will usually take place within three years of opening. If an academy convertor school opens they retain their latest Ofsted judgement and this is reported against the school, aggregated local authority and national averages until the first school inspection (during the third year of the school opening). If a sponsored academy converts their latest Ofsted judgement is removed from the school, local authority and national

aggregated profile. Schools with a 'requiring improvement' judgement that become convertor academy schools may retain that judgement for up to five years if they were due an inspection at the time of conversion.

A framework for supporting and challenging the leadership of schools of concern is in place to ensure that schools have the capacity to secure and sustain high standards in pupil outcomes. This allows the local authority to undertake its statutory functions with regard to school improvement for authority maintained schools. The authority also meets with the DfE Regional School Commissioner on a termly basis to discuss the performance of Rotherham schools and raise any concerns it may have about the performance of academy schools.

The Council, having identified and challenged underperformance, brokers support; whether that is in the form of school-on-school support within the Learning Community, the local authority or beyond the Borough. Rotherham School Improvement Service Teaching and Learning Consultants provide intensive support for Schools of Concern and training for those schools that opt to purchase the Rotherham School Improvement Service traded offer.

1.B3 – 'Progress 8' aims to capture the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of value-added measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment.

A Progress 8 score will be calculated for each pupil by comparing their average grade (their Attainment 8 score) with the average grade of all pupils nationally who had a similar starting point, or 'prior attainment', calculated using assessment results from the end of primary school. The greater the Progress 8 score, the greater the progress made by the pupil compared to the average of pupils with similar prior attainment.

A school's Progress 8 score will be calculated as the average of its pupils' Progress 8 scores. It will give an indication of whether, as a group, pupils in the school made above or below average progress compared to similar pupils in other schools.

The progress 8 score for Rotherham LA in 2016 was 0.03, this is above the national average (state-funded schools) progress score of -0.03. The progress 8 score is only calculated at a national level for state-funded schools. This data is provisional with the validated data published by the DfE on the 19th January 2017 now being assessed.

1.B4 (a&b) – In-year performance (2016/17) for Persistent Absence in Primary Schools is currently 12.0% against an annual target of 8.4% and for Secondary Schools is 14.6% against a target of 13.8%.

It should be noted that this is based on the revised persistent absence measure which was introduced in September 2015, where a pupil enrolment is classified as a persistent absentee if they miss 10% or more of their possible sessions.

For Half Term 1, this equates to the equivalent of 7 sessions (3.5 days of absence). It should be noted therefore that the outturn could be very different by the end of the academic year, as a student with possible attendances of 380 sessions

would have to be absence on 38 sessions to be classified as a persistent absentee.

1.B5 (a&b) – The Council has set challenging but realistic targets to address the rising number of exclusions, both fixed-term and permanent. Permanent exclusions had doubled in each of the past two years (2013/15 – 2014/15) in secondary schools, from 12 to 24 and then to 50. This last academic year (2015/16) had initially 53 permanent exclusions but 6 were overturned or rescinded, with the actual recorded number 47. This is a slight fall overall but, more significantly, it shows a halt in the trajectory of previously rising exclusions.

Since September the school collective responsibility partnerships set up to improve schools' responses to children's needs in the area of social, emotional and mental health (SEMH) have begun to show some impact on children remaining in school. They are now beginning to operate more independently and meet the needs of children earlier, within school. Schools have a new model to work with for the Pupil Referral Unit (PRU) which gives them more responsibility, flexibility and control over those children who need to access this support. This is showing a positive effect with locality partnerships taking joint responsibility for the children they find challenging to maintain in school. Partnerships are beginning to question the need for an external PRU. Unfortunately there is one school that is not yet fully engaging with this approach and data shows that they are excluding at a much higher rate than others, which is providing a challenge.

The numbers of fixed-term and permanent exclusions for September – December 2016 provide grounds for continued optimism at this stage in the academic year. There are 1,097 fixed-term and 13 permanent exclusions, compared with 1,562 fixed-term and 20 permanent in Sept-Dec 2015. The Secondary Pupil Referral Unit covers two sites, one of which has been moved after complaints from the local community and primary school. The new site allows for greater independence for the delivery of a more effective curriculum offer.

There is also a wider SEMH Strategy, which is addressing partners' collective responsibility within primary localities. This will allow children's needs to be met as early as possible. The primary Pupil Referral Unit is also being reshaped to fit with this new way of working and SEMH Primary Partnerships have been established.

1.B6 - Quarter 3 is the first quarter of revised DfE performance requirements where performance is measured for the NEET and Not Known cohorts based on academic age 16 and 17 (Year 12/13). The position at the end of December shows a NEET figure of 3.0% (against a local target of 3.0%) and a Not Known figure of 2.6% (against a local target of 2.5%). Whilst the NEET figure hit target, the Not Known figure was 0.1% above target. This is the second month of the Council's annual measure (taken across Nov, Dec and Jan) and to ensure targets of 3.0% NEET and 2.8% Not Known are met, the Not known target for January has been revised down to 2.9%. Data sharing exercises and follow up will continue, as will work to re-engage the NEET cohort, both centrally and across all localities to ensure the Council remains on track.

Latest comparison data available for November returns show that Rotherham is now better than statistical neighbours, national and regional, in regard to Not Knowns. In respect of NEET figures Rotherham is delivering better results than statistical

neighbours, whilst being in line with both regional and national returns.

1.B7 (a&b) - All Education Health and Care Plan (EHCP) completions and conversions are measured nationally on an annual basis as a cumulative target for how many have been completed within timescale from the beginning of the SEND reforms in September 2014. We are monitoring this monthly within Rotherham.

The % for timeliness of completion for new EHCPs has fallen this quarter, from 65% to 42%, as the team have worked to ensure compliance around conversions of Learning Difficulty Assessments (LDAs) to EHCPs, which had to be completed by 31st December 2016.

The percentage of conversions from statements to EHCPs completed in a timely manner has risen from 53% to 57%. This % is taken during the second week of the month and does not yet include the LDA figures where conversions were completed after 14th December. 119 LDA conversions were completed between September and December and this % measure for this target area should rise again next month due to the success of the team in being compliant.

This has been a real achievement for the team as it is the first time a government target for conversion has been met. The established staff and previously Early Help staff who moved in September to the EHC team have worked together to achieve this success, demonstrating a growing confidence and team ethos.

Rotherham continues to have the lowest level of SEND tribunals nationally, with none as yet being taken beyond the mediation stage since the reforms began.

1.B8 – During Quarter 3 registration rates overall reached 93% just below the target of 95% (breakdown per area: North 98%; South 95%; and Central 87%). This is an improvement on the last quarter by a further 2%. The 30% LSOA registration rates have already met the local 95% target overall with performance 98% at the end of Quarter 3. South and North areas both registered 100% of these children with central registering 87%, demonstrating that those families living in the areas with the highest needs are the focus which is positive.

1.B9 (a&b) - Data for both LAC outcomes hasn't been published yet, and is expected to be published around March 17, as in 2016.

Looked After Children (LAC) achieving Level 4 or above at Key stage 2 for reading, writing and maths combined' no longer exists as a national measure. When the annual data is published it will refer to “% of LAC meeting the national standard in Reading, Writing and Maths”.

Ongoing risks and challenges ahead:

A functional analysis of the Education and Skills service to review the structure of the service will ensure that the service delivers statutory functions, offers value for money and high quality.

Data-sharing exercises and follow-up will continue, as will work to re-engage the NEET cohort, both centrally and across all localities, to ensure the Council remains

on track

The children centre administration is being offered additional hours and further audit work was completed in October 2016, with actions now being implemented from November to improve consistency and performance across administrative activity in the local authority-run centres to support with any data inputting concerns.

Early Help teams (including Attendance Advisors and Education Welfare Officers) are working closely with schools to ensure that strategies and support plans are in place, along with robust policies which ensure adherence to statutory absence regulations. A more targeted approach working with schools and the whole family is planned alongside the “#every schoolday counts” initiative.

Outcome: C. Children, young people and families are enabled to live healthier lives

Lead accountability:

Terri Roche, Director – Public Health

Ian Thomas, Strategic Director – Children and Young People’s Services (measure 1.C4)

Overview of progress:

Public Health commissioned services for smoking cessation, weight management and sexual health have successfully procured 0-19s children’s health, sexual health, and drugs and alcohol recovery services. These are performance managed in the contracts with the providers.

All measures, except smoking status at time of delivery (SSATOD), are annual. SSATOD data for quarter two 2016/17 is well down on annual data for 2015/16, therefore the 6 month position is promising to achieve the 2016/17 target.

Levels of childhood obesity have increased over the most recent 5 years but only slightly between 2014/15 and 2015/16. Sexual health as measured by chlamydia detection decreased again in 2015 but improvement plans are in place; and the latest interim data for quarter three 2016 shows an improvement to amber for year-to-date.

There has been a steady improvement in performance since the new RDASH CAMHS service structure was fully recruited to, at the end of quarter one. The target for urgent referrals to be triaged for urgency within 24-hours is now consistently being met however the Rotherham Clinical Commissioning Group stretch target for assessing CAMHS referrals within three weeks is not being met.

The CAMHS service, with its full staffing complement, is continuing to focus its resources on reducing the waiting time target for assessing CAMHS referrals within three weeks and with the backlog of children and young people waiting for assessment now almost cleared, it is anticipated that there will be further improved performance against the assessment target within quarter four.

The CAMHS locality workers are continuing to establish links with schools, Early Help teams, social care teams and GPs within their respective localities. In addition, work is progressing on the CAMHS single point of access team working alongside the Early Help triage team and the CAMHS single point of access team will re-locate to Riverside House in early quarter four. Both of these developments will reduce inappropriate referrals into CAMHS and ensure that children and young people’s needs are met promptly.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 1.C1 – Smoking status at time of delivery decreased from 19.1% at Quarter 1 to 12.1% at Quarter 2. This is promising to achieve end year target of	Ref No.1.C4 (b): 24% of triaged CAMHS referrals that were assessed within 3 weeks against a target of 95% - <i>waiting list initiative in place to improve</i>

18.4%.	<i>performance</i>
Ref No. 1.C4 a) - 100% of <i>Child and Adolescent Mental Health Service (CAMHS)</i> referrals triaged for urgency within 24 hours of receipt against a target of 100%	
Performance story/narrative:	
Action - Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	
Ref No. 1.C1-1.C3 - The action for this priority area is to deliver services for the 0-19 year olds which will support children and families to achieve and maintain healthier lifestyles. This is being fulfilled by the commissioning of services as above.	
Ref No. 1.C1 Smoking status at time of delivery (women smoking during pregnancy) (priority measure) – Public Health are continuing to commission specialist stop smoking in pregnancy services. Rotherham’s recent decrease is due to the intervention work by the Stop Smoking in Pregnancy Service. They refer all mothers-to-be who smoke to a Stop Smoking midwife for one to one specialist support. This includes measurement of all pregnant women’s carbon monoxide levels (to detect smoking). They also work with partners and close family members to use this key stage of life to make positive life changes including stopping smoking.	
Ref No. 1.C2 Reduction year-on-year levels of childhood obesity (priority measure) – The National Child Measurement Programme (NCMP) weighs and measures children in Reception and Year 6 on an annual basis to monitor childhood obesity. The Rotherham School Nursing Service have started work to deliver the NCMP for the academic year 2016/17. Head Teachers have received a letter asking for their support for the delivery of this year’s programme (2016/17), alongside a data pack showing the last three years results of the NCMP for their school. Parents have also received a letter outlining the programme and asking for consent for their child to participate and those wishing to opt out have notified the service.	
Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. All of the Children’s Weight Management Services in Rotherham are focusing on local schools with higher rates of childhood obesity to improve health outcomes. These are actively marketed by a range of frontline workers including school nurses. In addition, school nurses, health visitors and other key frontline workers have recently received training on ‘How to raise the issue of weight’. This has resulted in families better engaging with the Healthy Weight Services in Rotherham.	
Ref No. 1.C3 Chlamydia detection rate (15-24 year olds) – Public Health commission sexual health services which include chlamydia detection. Chlamydia	

detection is an indication of the number of sexually transmitted infections (STI) circulating within the community. If chlamydia is detected then there is evidence of unprotected sexual activity and a high probability that other STIs could be passed on. Low detection could mean low prevalence within the community (which is good news) or lack of targeting high risk groups therefore increasing spread of STI thus high risk of infections within the community.

The recent decrease in the chlamydia detection rate was picked up via performance management of the Provider Trust. To remedy this, an improvement plan is now in place. The actions resulting from this were: the appointment of a dedicated health promotion co-ordinator to promote the screening service; working with the Public Health England Sexual Health Co-ordinator to look at best practice; and identifying target populations to improve detection rates.

The latest returns from the service have shown Rotherham's position moving from red to amber (based on interim data to Quarter 3)

Ref No. 1.C4 a) - The percentage of referrals triaged for urgency within 24 hours of receipt was 100% at the end of quarter two against a target of 100% and was consistently at 100% throughout quarter three. The new RDASH CAMHS service structure and the additional capacity to manage the number of referrals being received, coupled with clear processes to undertake urgent referrals within 24 hours of receipt, has resulted in performance of 100% against the target of 100% in each of the months within quarter three.

Ref No. 1.C4 b) - The percentage of triaged referrals that were assessed within the target of 3 weeks (Rotherham CCG stretch target) has remained significantly below the target of 95%. There had been an improvement in performance in the first two months of quarter three, 30.2% and 35.2%, but performance slipped to 24% in the final month of the quarter. There had been a significantly higher number of priority referrals in the final month, which has been the key factor in the decrease in performance.

In relation to this measure nationally this is set at a 6 week target and not 3. However, the contract with the CCG for CAMHS in Rotherham aspires to a 3 week target. Further work will be done over the coming months to establish what the performance is at 6 weeks.

The backlog of initial assessments continues to reduce due to a waiting list initiative and with the backlog now almost eliminated there should be a corresponding increase in performance against target in early quarter four. There remains a short term re-alignment of staffing to allow the prioritisation of those young people on the waiting list and to address any new referrals coming into the system.

Additional monies in 2016/17 from the Department of Health are being utilised to reduce waiting times, through staff working overtime and for appropriate lower level cases to be worked by Rotherham and Barnsley Mind.

Referrals are now allocated to the relevant team at the point of assessment, so as to help with the allocation of appointments and with patient experience.

The Operational Manager is meeting with Meridian to review service capacity in line with the new model of working. An assessment trajectory has been accepted by commissioners; the service to be back on track by month end March 2017.

Ongoing risks and challenges ahead:

The reduction of the Public Health Grant combined with competing priorities has potential impacts on the ability to achieve this outcome. This has been out to public consultation for feedback on how to best prioritise services. Results are currently being analysed. Public Health is also in the process of mobilising three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery following a successful procurement process. The Stop Smoking in Pregnancy Service is commissioned until March 2018 after which a decision will be made on its future.

There remains a high volume of referrals into the Child and Adolescent Mental Health Service (CAMHS), with a number of these referrals being inappropriate. This scenario has a negative impact on reducing waiting times and work is continuing to develop a CAMHS Single Point of Access aligned to Early Help Triage and also to review the CAMHS pathways, which will mitigate these risks.

In addition, there has been a recent spike in the number of young people requiring an urgent assessment within 24 hours, which has had a knock on effect in scheduling initial assessment appointments for children and young people within the three week stretch target.

Priority 2: Every adult secure, responsible and empowered

Outcome: A. Adults are enabled to live healthier lives

Lead accountability:

Terri Roche, Director – Public Health

Shokat Lal, Assistant Chief Executive (measure 2.A6)

Overview of progress:

Public Health continues to deliver services to tackle the prevalence of smoking, substance misuse, childhood and adult obesity and encouraging everyone to do more physical activity and adopt a healthier lifestyle.

No performance data is available for 2016/17 as measures are annual. The most recent data shows the prevalence of smoking and physical inactivity have both decreased since 2012. The percentage successfully completing drug treatment increased (improved) between 2012 and 2014 but decreased again in 2015 to result in a slight net increase over this period. However, there has been a change in the categorisation of data between opiates, non-opiates and alcohol which may have affected this. An area of concern has been the recent increase in suicide rates becoming significantly worse than England for the period 2013-2015.

Crisis loans data for the quarter is showing a reduction, with 109 issued over the three month period (compared to 130 in quarter 2 and 248 in quarter 1). This represents a gradual decline in the numbers of loans issued (and their value) over the year to date. Any particular reasons for this trend are being explored with the loan provider, Laser credit union. The numbers of parcels distributed through the food in crisis provision, however, has continued at a level broadly consistent with the year so far (with the number parcels issued per month averaging around 250-280). Whilst numbers for the quarter fell to 787 from a high of 892 in quarter 2, figures by this stage of the year show that provision for 2016/16 (already at 2,489 at the point of quarter 3) is almost certain to exceed that in 2015/16 (2,526).

Exceptions:

Measures 2.A1-2.A5: no exceptions - currently no data for 2016/17 due to annual measures.

Performance story/narrative:

Corporate Plan action – Implement Health and Wellbeing Strategy to improve the health of people in the borough

Enabling adults to live healthier lives is to be achieved by implementing the Health and Wellbeing Strategy. In relation to this Rotherham Public Health commission health services (as noted in section above). These are performance managed in the contracts with providers.

Ref No. 2.A1 Smoking prevalence (18+) (Priority measure) – To reduce the level of smoking prevalence, Public Health commission services for smoking cessation with Yorkshire Smokefree. Their activity for 2015/16 delivered on target for smoking quitters (face-to-face and non-face-to-face)

Ref No. 2.A2 % of physically inactive adults (aged 16+) – The local target regarding physical inactivity is to increase physical activity in those with long-term conditions. This is supported by the Active for Health project, a 3 year scheme focussing on long-term conditions and based on providing safe and robust multi-condition sport and physical activity. Over 500 patients have completed the programme to date.

A video has been created for the Active for Health programme. This provides further information on how the project is using physical activity to help people with their rehabilitation and recovery from 7 different long term conditions. This was published in November 2016 and shown at the 1 year celebration event. It can be seen at: www.rotherhamgetactive.co.uk/activeforhealth

Further funding has been sourced from the Multiple Sclerosis (MS) Society to explore the role that physical activity can play in supporting people with MS. This will be piloted in 2017. This is being completed in partnership with Sheffield Hallam University.

Updated data in the Public Health Outcomes Framework as at November 2016 shows a decrease in the level of physical inactivity for Rotherham from 31.5% in 2014 to 30.6% in 2015, which is positive

Ref No. 2.A3 Excess weight in adults (aged 16+) – Public Health commission services to reduce excess weight in adults. Work continues with the Healthy Weight Framework programmes for both children and adults focussing on weight loss, increased physical activity and lifestyle/behaviour change. Contract meetings with all services show good progress with better estimates for contractual targets expected shortly. A dashboard for all weight management services is being developed to show quarterly progress against targets and to support better forecasting. This should be ready by February 2017.

Rotherham has successfully applied (December 2016) for funding to deliver wave 2 of the National Diabetes Prevention Programme (NDPP) as part of the Doncaster, Barnsley and Bassetlaw STP partnership. This will ensure that an intensive 9 month programme of education, support and activity will be available for adults who are at high risk of developing type 2 diabetes. A likely benefit of the programme is the reduction of excess weight in adults. Delivery will begin from April 2017.

Ref No. 2.A4 Suicide rate (all ages) (Persons) – The updated mortality data for suicide and injury of undetermined intent has been published in the Public Health Outcomes and Suicide Prevention Profiles. It now includes 2013-15, (3 years combined). The figures presented are for deaths registered each year, rather than deaths occurring in each year.

Rotherham's rates for both Persons and Males for 2013-15 are now significantly

worse than England. Rates for Persons are the highest in the Yorkshire & the Humber Region and 2nd highest among similar local authorities

There continues to be much activity to prevent deaths from suicide in the borough. The Rotherham Suicide Prevention and Self Harm Group meets bimonthly and at each meeting progress on the action plan is monitored.

The men's campaign has been promoted through advertising in the local press and at Rotherham United Football Club. An article was included in the council's magazine for tenants, Home Matters. Information on support services was widely publicised over the Christmas and New Year period.

Consultation has commenced with young people on a mental health campaign which when launched will encourage young people to spot the signs that a friend may need help and direct them appropriately.

All schools in the borough have been sent a Critical Incident Response Sheet. This document provides a checklist for schools/settings to work through following notification of a critical or any serious incident such as serious self-harm, suicide or death by other causes. The suggestions act as prompts in order that a swift and effective response can be put into place within the shortest possible timescale.

A pilot project between Rotherham Samaritans and South Yorkshire Police started in December 2016 which will offer support to adults bereaved as a result of suicide.

Wentworth Valley Area Assembly has allocated £8000 from their devolved budget for suicide prevention work in their area. This has included campaign materials; coasters/beermats which have been distributed round the area. In addition they have brought in several mental health and suicide prevention training courses which will run until March 2017. The first of these courses ran in December 2016 and was oversubscribed.

Ref No. 2.A5 a) and b) Successful completion of drug treatment (opiate users (aged 18-75) and non-opiate users (aged 18-75)) – Data has recently been updated to 2015 in the Public Health Outcomes Framework. This shows that performance of successful exits from treatment for both opiates and non-opiates for Rotherham are both 'similar' to the England average and in the second quartile compared to local authority comparators. This represents a decrease from 2014 but there has been a change in the definition of how treatments are categorised between alcohol, non-opiates and opiates which could affect this.

Quarter 3 has seen a slight delay in the new Recovery Service transferring to the preferred provider 'Lifeline' due to a challenge within the tender award process which halted the mobilisation, however was resumed mid-December with a revised transfer date of 1st April 2017. The current Recovery Service continues to operate, however the majority of service users accessing the service are non-opiate and alcohol service users with some outreach taster sessions taking place outside of Carnson House with the aim of attracting opiate users. The Service has also been successful in an application to be part of Building Better Opportunities – Sheffield City Region an integrated, person-centred employment service whereby 2 employment-focused

coaches will be co-located within Carson House to support users of Rotherham drug and alcohol services from the end of December 2016 developing pathways to work and learning, and providing benefit advice/ debt management advice.

There is a focus within the secondary care drug treatment service to transfer those clients in treatment who could be treated by their own GP within the commissioned shared care service in order for workers to concentrate their efforts on the more complex and chaotic clients. The target is for 55% as a minimum to be treated within shared care.

Ref No. 2.A6 a) and b) Number of people supported through welfare provision: food parcels; and crisis loans - Crisis loans data is showing a further quarter-on-quarter reduction, with 109 in issued over the three month period (compared to 130 in quarter 2 and 248 in quarter 1). Within the quarter, monthly monitoring data also showed a gradual decline in the numbers of loans issued (as well as their total value, by definition). Further work will take place to determine the key factors for this trend, though Laser credit union's the temporary accommodation during 2016 and relocation in the autumn of 2016 is likely to have had an impact.

The numbers of parcels distributed through the food in crisis provision in the quarter stands at 787. Whilst this is lower than the high of 892 in quarter 2 and also the 810 in quarter 1, the average number of parcels issued per month over the year so far appears to be relatively consistent, within a range of 250 to 280. At this quarter 3 stage – with 2,489 parcels distributed, the end-of-year total is likely to be well in excess of the 2,526 parcels distributed during 2015/16.

Ongoing risks and challenges ahead:

The reduction of the Public Health Grant combined with competing priorities has potential impacts on the ability to achieve this overall outcome. This has been out to public consultation for feedback on how to best prioritise services. Results are currently being analysed. Public Health is also in the process of mobilising three major services: 0-19s Children's Health, Sexual Health, and Drugs and Alcohol Recovery following a successful procurement process.

Outcome: B. Adults and carers are supported to be safe, independent and resilient within a personalised model of care and support

Lead accountability: Anne Marie Lubanski, Strategic Director Adult Social Care and Housing

Overview of progress:

Please note that, due to the transfer over from the SWIFT/AIS care management recording system to the new Liquid Logic system week commencing 12th December 2016, data for some measures is only available up to the cut-off date of 30th November 2016; or in some cases may not be available for quarter 3 due to new recording processes, which require re-development of reports to extract from Liquid Logic.

Based on where quarter three data, associated narrative updates and analysis of any limited data sets are available, the overall assessment indicates that “Good” progress in being achieved in terms of meeting this outcome; but several measures are becoming more challenging as at the point of this third quarter.

Service Plans capture and track the on-going initiatives and key milestones for the actions in the Corporate Plan and are being used to provide the overall evidence of delivery of this outcome.

Measures supporting the actions for this outcome are indicating a positive direction of travel; most measures with specific targets being on track. However, Delayed Transfers of Care (DTC from hospital) is coming under pressure and a downward switch has been seen in direction of travel based on published November data. Local ‘on the ground’ experience of delays has resulted in the hospital operating at over 100% bed capacity, which means patients are not getting admitted onto wards and trolley waits have been a day-to-day occurrence. DTC is therefore rated off target. Services supported by the Performance and Quality Team within the Adult Care and Housing Directorate expect current actions (including performance clinics and investigations) to mitigate against risk and achieve the best performance possible.

The number of carer assessments still remains lower than expected when compared to the historical trend target set for 2016/17. Investigations have identified that changes to business process that previously allowed for recording of joint assessment of the Carer and Service User are no longer undertaken, following Care Act requirements. This has led to further reductions, as although carer’s are eligible and offered an individual assessment, they may choose to decline. Additionally during quarter three the service is now linking carer assessments to provision of specific services. Whilst this will improve numbers undertaken it will be necessary to re-baseline future targets, as the impact of ceasing joint assessments will reduce total numbers taken up on an individual basis. A full analysis of this is underway to inform quarter four actions and impact on 2016/17 target delivery.

Mental Health assessments were showing an increase in the quarter, until high levels of sickness have been experienced by the team. Actions to mitigate the long-term impact of prolonged absence are being decided.

Increased in-year budget pressures during quarter three spend on residential and community placements has occurred and prioritised management actions to reduce this are being constantly reviewed and applied.

Learning from 2016/17 will inform target setting for 2017/18 Corporate Plan measures.

Increasing the number of people with learning disabilities supported into work is still a high priority and although the indicator is still not fully reaching the target set in quarter three, the target is still considered to be achievable and work is currently ongoing to meet this.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No. 2.B7 Number of admissions to residential rehabilitation beds (Intermediate Care). Increased numbers receiving service and performing above target.</p>	<p>Ref No. 2.B2– Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population has declined and is unlikely to meet stretch target. (Priority measure)</p>
<p>Ref No. 2.B4 a) and b) - Proportion of adults receiving self-directed support 79.9% and carers in receipt of carer specific services 100% - both above target (Priority measures)</p>	<p>Ref No. 2.B5 - Number of carers assessments lower than target profile at accumulative in year 935 against an annual target of 2,500. The direction of travel has also declined.</p>
<p>Ref No. 2.B9 a), b) and c) - Permanent admissions to residential care for all adults (under and over 65) are performing better than target profile, but Q2 improvement in % spend measure has been eroded, despite lower new admissions rates. (Priority measures)</p>	<p>Ref No. 2.B10 - Supporting people with a Learning Disability into employment slightly below 6% target at 5.7%</p>

Performance story/narrative:

Corporate Plan action - Implement the new Adult Safeguarding Strategy to prevent neglect and abuse, embed making safeguarding personal and provide support to victims, linked to the corporate Safeguarding Strategy

Ref No. 2.B1 No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure) - The Safeguarding Annual Report has been signed off at Cabinet, been published and was reported on to the 'Improving Lives Select Commission'. Andrew Wells has now commenced in the appointment of Head of Service for Safeguarding. The Rotherham Safeguarding Adults Board (RSAB) continues to meet every other month and during November the Board received a presentation by South Yorkshire Police on Modern Day Slavery. The Board continues to be well-attended by partners and the sub-groups are being embedded

into practice. The Rotherham Safeguarding Adults Partner Self-assessment Framework Questionnaire was circulated, responded to and submitted to the independent Chair. The role of the Safeguarding Board Manager will be advertised shortly. The escalation and resolution policy is being tested and reviewed in practice and will be signed off at a future Board meeting in 2017.

Although the Council has seen some change in the number of safeguarding investigations recorded as completed, further work to assess the impact and any risk as to the lower level of recording reported will be followed up during quarter four via Liquid Logic reporting and any necessary service actions undertaken.

Corporate Plan action - Integrate health and care services to consolidate and share resources to reduce duplication and provide excellent services

Ref No. 2.B2 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) -

Partnership working at the hospital continues to improve and this measure of DTOC was amongst the lowest (5th as at quarter two) in the Yorkshire & Humber region. Similarly the linked health 'total delayed days measures' are showing (as at quarter three November data), Rotherham in 2nd best quartile nationally and as 2nd best performing council in South Yorkshire. This is in the overall context of a significantly challenged position in both social care and the NHS. In the next quarter work will progress to look at trusted assessor models for "off-site" beds, improve hospital to home pathways and scope the future intermediate care bed base.

A development of an out-of-hours "single point of access" for Rotherham, bringing together health and social care, is being progressed over the next quarter which should support unnecessary hospital admissions out-of-hours.

Corporate Plan action - People get the information and advice early and help to make informed choices about care and support

Ref No. 2.B3 Number of people provided with information and advice at first point of contact (to prevent service need) - People are continuing to get information and advice early. Community Link Workers are feeding into this team to ensure that the Connect to Support site is inclusive of any new activities or events.

A soft launch of an early intervention tool "I Age Well" has just started. This will help citizens to identify early signs of age related deterioration and take action to manage these to remain independent for longer.

The information and advice offer is improving with the support of the dedicated information, advice and guidance officers in Single Point of Access, work to continue to improve this will continue into the next quarter.

The roll out of "Caring Together" will support the carer's element of information, advice and early support.

Corporate Plan action - Improved approach to personalised services – always putting users and carers at the centre of everything we do

Ref No. 2.B4 a) & b) - 2.B5 Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure); Proportion of Carer's in receipt of carer specific services who receive services via self-directed support (Priority measure); Number of Carer's Assessments completed – Early work on the integrated locality pilot is being reviewed to look at focusing on three criteria: admissions to hospital / long term care, length of stay and costs of care packages.

A planned partnership event on 24th January, 2017 will highlight what is working well but set out the areas of challenge still to be overcome. Case studies will be used to illustrate examples of how working practices are changing as a result of this work.

Locality working is a key feature of the “Rotherham Place Plan” and discussions are taking place about how a wider roll out of a locality model could be instigated.

The Launch of the Adult Social Care system liquid logic, implementation of practice scrutiny processes (Practice Challenge Group) and significant investment in targeted training and development of staff is starting to support a shift towards a strengths based approach amongst front line staff.

A partnership strategy “Caring Together” has been developed and will be going back to the Health and Wellbeing Board for final partnership sign off imminently.

There is now no backlog in carers waiting for assessments within RMBC due to same day response in single point of access. There are anecdotal reports from “Crossroads” regarding carers presenting in crisis. The Strategy contains an action plan to ensure to identify hard to reach carers and ensure a sustainable caring role.

Changes in the assessment processes in liquid logic, improve the recording of carer's assessment outcomes. Mental health carer's assessments have been affected by high levels of sickness absence and actions to reduce the impact are being progressed to improve performance in Quarter 4.

Corporate Plan action - Modernise Enablement Services to maximise independence

Ref No. 2.B6-2.B8 - The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure); No of admissions to residential rehabilitation beds (Intermediate Care); Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support - The reconfiguration of the enabling service has now moved into the implementation phase, currently the extra care schemes are not included as part of the implementation phase. A plan with timescales to progress this piece of work is being undertaken in relation to Extra Care. The Provider arm of the enabling team will be moving onto their new rota pattern by the end of February 2017 and the remainder of the staff who requested voluntary severance will be released at this time. There is a further element of training required to get the workforce fully mobile but it is envisaged that the provider arm will be running to full capacity by the start of the new financial year in April 2017.

Corporate Plan action - Development of Adult Care Market Position Statements to provide alternatives to traditional care, maximise independence and

stimulate the market

Ref No. 2.B9 a), b) & c) - Permanent admissions to residential care for adults and older people (Priority measure); % spend on residential and community placements (Priority measure) - Residential and Nursing Care

There are pressures on the residential and nursing care budgets as a result of an increase in the average cost of placements and lower than forecast 'Continuing Health Care' income contributions against the approved budget. There are currently 916 placements within the independent sector plus 120 placements in the two in-house residential care establishments including intermediate care provision.

Residential Care – increase in number of placements in respect of clients under 65 over the last 12 months including some loss of CHC funding. Over 65 placements are reducing but average cost of care packages increasing.

Community budgets are being impacted by continued increase in demand for services including Domiciliary Care(+11%), full year effect of a 29% increase in Direct Payments in 2015/16 plus a further 4.3% increase in numbers so far in 2016/17. Also, impact on cost of service provision in respect of the increase in National Living Wage which increased fees paid to independent providers by nearly 6%.

The 'new' admissions measures for both under and over 65's are continuing to perform well and are on track to exceed targets despite pressures from DTOC.

Market Position Statement (MPS) progress update – There is an existing MPS for Learning Disability. However, work is ongoing to produce an all up MPS for Adult Care and Housing, ready for 1st April, 2017. This will incorporate best practice from other local authorities and reflect the most current data. Below are examples of current actions that have been progressed:

- **Fair Price for Care**-The annual uplift report has been developed for residential and nursing care and Homecare providers which is due to go to cabinet February 2017 which will meet the national minimum wage for care staff and cost of living which will support the market provider's to pay care staff the right pay to deliver a good quality services across Homecare and Residential Nursing care. This will ensure that the market is sustainable.
- **A Market Sustainability report** is being produced which uses the Cordis Bright framework to understand the risks associated with in the current diminishing market place for adult's social care. This looks at the local, sub regional and regional market place and carries out benchmarking exercise around Residential, nursing and EMI beds within the market place. The MPS will deliver alternative to residential care services:
 - *Shared lives services and respite services (LD) this model should be rolled out to those with complex needs and older people*
 - *Supported living scheme (LD)*
 - *Affordable models for Extra Care (OP)*
 - *Day opportunities*
 - *Wrap around support from hospital to home*

- *More Home care services*
 - *Utilisation of assistive technology to support people in their own homes and support cares*
 - *Support for family carers*
- **A carers strategy** has been produced to ensure key partners provide adequate support to ensure carers continue supporting their loved ones.
 - **Homecare Framework Tender:** 3 Provider have been award on the homecare framework to support hospital discharge
 - **Day opportunities tender framework** has been tendered and will deliver both building based and non-building based services for adults with additional support needs. (transforming day care provision)

Corporate Plan action - Adults with learning disabilities are supported into employment enabling them to lead successful lives

Ref No. 2.B10 - Supporting people with a learning disability into employment - Adults with a learning disability are supported into employment remains stable the previously reported actions remain and as part of the Learning Disability and Autism Offer Consultation which commenced 5 December 2016 until 2 February 2017 we will also capture detail around employment and skills.

Corporate Plan action - Improve satisfaction levels of those in receipt of care and support services

Ref No. 2.B11 a) and b) - Overall satisfaction of people who use care and support services - Adult social care continue to seek to improve satisfaction levels of service users and carers through the revised models or working that are being phased in over 2016/17 as part of the Adult Social Care Development Programme.

The quarter 3 and quarter 4 scheduled carer and service user national surveys, are being progressed on schedule and will provide evidence of pace of progress being made. Initial satisfaction findings will be available from April/May 2017 and can be subsequently benchmarked.

Ongoing risks and challenges ahead:

Currently the biggest risk facing adult social care is in-year and recurrent budget pressures. There are particular pressures from transitions, increasing demographics, cost of service pressure due to increases in living wage and changes to pensions. This is further exacerbated by an under developed market and personalisation offer and decreasing budgets.

Pressures on the NHS, in particular the Hospital have an impact across the health and social care economy and these are more prevalent through the winter period.

To ensure sustainability there is a need to refocus resources to prevention however the risk is that these resources are redirected to address immediate pressures and this will not address the underlying issues.

Priority 3: 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:

Damien Wilson, Strategic Director – Regeneration and Environment

Shokat Lal, Assistant Chief Executive (measure 3.A5)

Overview of progress:

Good progress is being made to deliver this outcome although national factors are making it difficult to achieve all measures. Some of the key milestones contributing to this action include the approval of the Safer Rotherham Partnership Plan, installation of cameras as part of the Council's Taxi Licensing Policy and the commissioning of the Town Centre Masterplan.

The areas previously reported as areas of concern continue. For example, the number of people borrowing books and other materials has increased from quarter two to three. However, the Council is still not certain that the year-end target will be achieved. This is in line with national trends across the library sector.

Tackling anti-social behaviour, hate crime and domestic abuse remain a top priority for the Safer Rotherham Partnership.

Reports of Anti-Social Behaviour (ASB) have reduced during quarter three compared to the previous quarter and the same quarter in 2015/16. However, for the full year to date it is 6% higher than for the same period last year and unlikely to meet the 5% reduction target. A range of multi-agency interventions continue to take place in hotspot areas and a refreshed ASB Action Plan has been developed that is being driven by the re-launched ASB Priority Theme Group. A meeting will take place in February 2017 to discuss performance and investigate ways of delivering further improvements to the service.

The number of Domestic Abuse cases reported in the quarter has increased and is currently running at 43% more than for the same quarter last year.

Licensing powers were returned to the Council in December 2016. The implementation of the Council's Hackney Carriage and Private Hire Policy has continued throughout the third quarter of the year. All of the requirements that were introduced on a phased basis (by way of the implementation scheme) are now in effect. As a result, licences are no longer issued to individuals and/or vehicles unless all of the policy requirements have been met. The Council can now be confident that the standards that are set for those that we licence are amongst the highest in the country.

As was the case in the previous quarter, three out of the four requirements have seen very good compliance rates (98% or above). However, although the requirement for drivers to obtain the BTEC qualification (or equivalent) has improved

since the previous quarter, it remains low at 62% - details of the potential reasons for this and mitigating actions to address under performance are given in the narrative section below

Based on the latest LGA Satisfaction survey, the question around satisfaction with residents' local areas showed little difference between Rotherham residents (81% who were satisfied with their local area as a place to live) and the national average (83%). Since June 2015, when the poll was first undertaken, this is a slight improvement. When respondents were asked, all things considered, how dissatisfied or satisfied they were with Rotherham as a place to live, 66% said overall they were satisfied. This is an increase of four percentage points since the last poll (June 2016) but has decreased slightly over the course of the four surveys (the only survey result to do so).

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No 3.A4 - 100% of eligible Taxi licence holders that have subscribed to the DBS online update service.</p>	<p>Ref No. 3.A1 – ASB cases. 3,298, (115 cases, a 3% decrease on quarter 3 of 2015/16) – however for full year date an increase in 6% on Q1 to 3 15/16. <i>Reduction in ASB is a key priority of the Safer Rotherham Partnership</i></p>
<p>98 % of drivers that have completed the council's safeguarding awareness course.</p>	<p>Red No. 3.A3 – Domestic Abuse cases 632 a 43% increase on Q3 15/16</p>
<p>98 % of vehicles that, where required to do so, have had a taxi camera installed (or are committed to having one installed).</p>	<p>Ref No 3.A4 – 62 % of Taxi drivers that have obtained the BTEC / NVQ qualification.</p>
	<p>Ref No. 3.A6 – Performance within the year continues to improve with regard to new borrowers in the borough's Libraries. However, at end December performance against last year was down by 6%. A number of initiatives intended to improve performance, including increased publicity for e-book services, have been introduced during October - December 2016</p>

Performance story/narrative:

Corporate Plan Action - Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework

The Safer Rotherham Partnership Board is well attended by partners; the meetings function well and are effectively chaired by the appropriate Cabinet Member with Commissioner Ney in attendance. Actions are being progressed. A review of the Performance and Delivery Board (PAD) has taken place to ensure that it is fit for purpose and able to drive robust performance improvements. A Partnership Data

Analyst has been appointed and agreement has been reached that the post holder, together with the South Yorkshire Police research analyst sits within the Community Safety Team at Riverside House. Following recruitment of the Data Analyst, work has taken place with the Assistant Director for Community Safety and the Police Superintendent of Partnerships (joint Chairs of the PAD) to ensure the performance monitoring is fit for purpose, relevant and robust. The new performance reporting framework has been welcomed by the Safer Rotherham Partnership and provoked effective discussion and challenge at the December Board meeting. Partnership priorities and the Partnership Plan have been agreed and published

Ref No. 3.A1 Reported instances of anti-social behaviour in Rotherham –

Reports of Anti-Social Behaviour (ASB) have reduced during Q3 compared to the previous quarter and Q3 of 2015/16 however for the full year to date it is 6% higher than for the same period last year and unlikely to meet the 5% reduction.

A range of multi-agency interventions continue to take place in hotspot areas (i.e. areas identified as suffering high levels of ASB); and a refreshed ASB Action Plan has been developed that is being driven by the re-launched ASB Priority Theme Group.

Analysis indicates that overall rowdy/nuisance behaviour accounts for the highest percentage of reports, followed by vehicle nuisance, neighbour disputes and noise complaints.

A performance clinic regarding anti-social behaviour is scheduled to take place in February 2017 when a comprehensive discussion and analysis of ASB will take place. ASB continues to remain a key priority of the Safer Rotherham Partnership and as such anti-social behaviour hotspots, repeat victims and perpetrators continue to be a focus of multi-agency, Case Identification Meetings (CIM), Performance & Delivery Group, theme leads and the weekly Police/Council 'THRIVE' (Threat, Harm, Risk, Intelligence, Vulnerability and Engagement) meeting.

Ref No. 3.A2 Reported instances of hate incidents in Rotherham -

Hate incidents are significantly under reported and efforts continue to be made to address this. It continues to be a priority of the Safer Rotherham Partnership (SRP) to robustly tackle hate crime and improve confidence in victims to report hate crime. For the second year running, the Safer Rotherham Partnership is supporting a community-based project to develop women in the community to be volunteer hate crime advocates. South Yorkshire Police are continuing to promote Operation Solar – an initiative to facilitate informal and anonymous information and intelligence gathering. Reported Hate Crime and Hate Incidents have increased compared to the same period last year and this is seen as a positive. This is as a result of improved reporting procedures and an improved confidence in victims coming forward, either direct to the Police or through third party reporting.

Ref No. 3.A3 Reported instances of domestic abuse in Rotherham -

As with hate crime, it is acknowledged that domestic abuse is under reported. During quarter three there was a 43% increase (189) in recorded incidents. It is a priority of

the Safer Rotherham Partnership (SRP) to robustly tackle domestic abuse and improve confidence in victims to report it.

From 1st January to 31st December 2016 the number of domestic abuse crimes recorded in Rotherham increased by 27% compared to the same period in 2015. South Yorkshire as a whole recorded an increase of 22%, Doncaster 21%, Barnsley 36% and Sheffield 14%. In respect of the current quarter three period compared to quarter three in 2015/16, the 43% increase in Rotherham compares with South Yorkshire 43%, Doncaster 50% , Barnsley 63% and Sheffield 28%.

The Safer Rotherham Partnerships response to domestic abuse has been discussed in detail at its Board Meeting, Improving Lives Select Commission and the Council's Senior Leadership Team meeting in December 2016. An action plan has been agreed and the actions are being progressed by the new Domestic Abuse Co-ordinator and driven by the Assistant Director for Community Safety & Street Scene. This will include a peer review which is currently being arranged.

The Safer Rotherham Partnership is continuing to work with its South Yorkshire counterparts to investigate the potential to introduce a county-wide Domestic Abuse Perpetrator Programme. Rotherham Rise, the current domestic abuse service provider for Rotherham will be involved in this process.

A new domestic abuse action plan has been developed, managed by the newly reformed multi-agency domestic abuse priority group, reporting to the Performance & Delivery Group of the SRP with oversight and scrutiny by the SRP Board.

Recruitment to the Domestic Abuse Co-ordinator position has been made and work has commenced to review and refresh the strategies, policies and procedures supporting the business and processes used to coordinate partner activity.

Corporate Plan Action - Ensure an robust, effective and efficient licensing service

Ref No. 3.A4 % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)

The implementation of the Council's Hackney Carriage and Private Hire Policy has continued throughout the third quarter of the year. All of the requirements that were introduced on a phased basis (by way of the implementation scheme) are now in effect. As a result, licences are no longer issued to individuals / vehicles unless all of the policy requirements have been met. The Council can therefore be confident that the standards that are set for those that are licensed are amongst the highest in the country.

As was the case in the previous quarter, three out of the four requirements have seen very good compliance rates (98% or above). 98% of drivers have completed the Council's safeguarding training; and the remaining 2% of are currently suspended and therefore are not eligible to drive a licensed vehicle.

2% of vehicles have not had cameras fitted. The drivers of these vehicles have not been suspended as cameras were not due to be fitted in their vehicles during quarter three. However, should they not have cameras fitted in their vehicles by the due date they will become automatically suspended from driving their vehicle.

The requirement for drivers to obtain the BTEC qualification (or equivalent) has improved slightly since the previous quarter from 56% to 62%.

It should be noted that, within the policy implementation scheme, compliance with this requirement is verified at the point that a driver renews their licence. As licences are typically valid for a three year period, it is possible that there are a significant number of licence holders that possess the required qualification but this has not yet been verified by the Council (as they have not yet renewed their licence). It should also be noted that 100% of driver licences that have been issued since 6th July 2016 (204 in total) have only been issued if the driver meets the BTEC qualification requirement.

Three new Licensing Enforcement Officers are being recruited in January 2017 which will enable additional proactive checks to take place to identify those drivers that have not yet obtained the qualification and to pursue appropriate enforcement action against those that do not meet the requirements.

Other significant developments of note in the third quarter of the year include:

- The Secretary of State for Communities and Local Government has formally returned the licensing functions back to the council. This is the culmination of a significant amount of work by the council and represents a positive step on our overall improvement journey.
- The Council successfully defended a legal challenge against the requirement for taxi cameras to be installed in licensed vehicles.
- Council Members and officers have attended a number of sessions arranged by the Local Government Association to share our experiences and learning over the past 12 – 18 months. The presentations that were delivered were very well received by those that attended.

The Licensing service has continued to contribute to the delivery of the Council's financial targets by way of ensuring that all appropriate fees are fully recovered, and by working to ensure that our licensing processes are as efficient as possible – areas we are currently working on include:

- The introduction of online applications for the majority of licences.
- Online booking of vehicle compliance tests

Further details on both of these areas of work will be available in future updates.

Corporate Plan Action - Rotherham residents are satisfied with their local area and borough as a place to live

Ref No. 3.A5 a) and b) How satisfied or dissatisfied are you with your local area as a place to live; Overall, all things considered, how satisfied or dissatisfied

are you with Rotherham Borough as a place to live –Based on the latest LGA Satisfaction survey (held in December 2016), the question around satisfaction with residents’ local areas showed little difference between Rotherham residents (81% who were satisfied with their local area as a place to live, up from 80% in the June 2016 survey) and the national average (83%). Since June 2015, when the poll was first undertaken, this is a slight improvement, but it has not changed markedly over the course of the last four surveys.

When respondents were asked, all things considered, how dissatisfied or satisfied they were with Rotherham as a whole as a place to live, 66% said overall they were satisfied. This is an increase of four percentage points (from 62%) since the last poll (June 2016), which is closer to the 69% recorded in the first LGA poll when it was held in June 2015 (and had been decreasing slightly over the course of the previous two polls).

These are based on 6 monthly data. The next LGA survey is scheduled for December 2016 and results will be fed in via the Quarter 3 performance report.

Corporate Plan Action - Create a rich and diverse cultural offer and thriving Town Centre

Ref No. 3.A6–3.A7 Number of people borrowing books and other materials (Cumulative) (Priority measure); Aggregate pedestrian footfall in the Town Centre -

Performance within the year continues to improve, however, by the end of the 3rd quarter, performance against the same period 2015-16 was down by 6%. Recent reductions in expenditure on books and other materials for loan may have contributed to this decline; though benchmarking confirms reductions in the number of people borrowing books from libraries is both a regional and national trend.

Whilst the numbers of people borrowing books is showing a slight decrease, there is a substantial increase in the number of people participating in active learning within libraries – including activities related to employment, health and wellbeing and developing IT skills.

A number of initiatives intended to improve performance, including increased publicity for e-book services, have been introduced during October - December 2016. These include:

- Ongoing discussions regarding improvements to town centre library provision.
- A partnership with Grimm and Co has led to joint visits – with schools spending time at Grimm and Co and then visiting Riverside Library.
- Work with the Rotherham Heart Town partnership has resulted in Rotherham being the first town in the UK to use libraries to loan out CPR training kits to local community organisations. The British Heart Foundation is funding kits for all 15 libraries - these include “everything needed to learn CPR in half an hour”. Public access defibrillators will also be provided at all libraries.
- Involvement in Radio Sheffield’s “Radio Reads” initiative.
- Involvement in local events and activities – for example, approximately 1200

people visited Wath Library on 25th November for the Wath Lights Ceremony.

- Involvement in the RTP “Get Rotherham talking” programme – at a “Cuppa and a chat” event at Kiveton Park Library in December, students from Wales High School and local senior citizens met to chat around the topic of how their experience of communication has changed.
- Christmas Events in the town centre and Riverside House included activities with Father Christmas where children were encouraged to join the library

The Library Strategy 2016-19 was approved by Council in October, along with a range of changes to the future service offer and implementation of associated savings proposals totalling £474,000. During 2016-17, the Service is releasing in year efficiency savings of around £250,000.

As part of a longer-term strategy, the service is working on:

- Developing a better understanding of our communities’ reading needs and interests. This will take account of literacy levels as well as tastes and interests. This is about ensuring that we have a book offer which is relevant and appealing.
- Restructuring the service to bring staff in Bibliographic Services and Reader Development together. This will strengthen the relationship between those making decisions about book purchases and those engaging with communities on reader development activities.
- Investment in marketing in order to better promote library services to current non-users. This will address a historic deficit in this area and will be considered as part of a wider review of marketing across the Culture Sport and Tourism department.
- Staff development activity to better equip frontline staff to turn library visits into active borrowing. This is about helping staff to better develop the skills they need to engage members of the public, learners and other visitors with the book stock, helping people to find the books and other materials that they need. Lessons can be learned here from how staff approach working with children, where there is evidence of high usage, quality events and active borrowing

A number of improvement actions are underway to improve the level of footfall in the town centre as follows:

- Continued work on the Town Centre Master-plan with the piece of work aiming to set out the delivery programme for the redevelopment of a number of key sites in the town centre. The work has also included proactive communications with potential investors, particularly focussing on Forge Island and desired potential leisure scheme.
- The purchase of Forge Island is nearing completion and the sale of Westgate Chambers is agreed subject to Planning.
- The Starter Homes Bid being confirmed as successful and securing funding (value tba) for a significant number of new homes in the town centre on three priority sites and a further nine schemes.
- Investments in marketing and promotional activity, particularly during the festive season promoting the independent shopping offer and widening the

events programme to include more culturally diverse events, family friendly activities and extended shopping/ opening hours.

Ongoing risks and challenges ahead:

From the outset the Safer Rotherham Partnership recognised reducing anti-social behaviour reports for 2016/17 compared to the previous year would be a very difficult challenge and indeed reports being received are increasing both on a local and national basis. Previous years' significant decreases in the levels of reported anti-social behaviour have impacted upon the Partnership's ability to continue to sustain those reductions.

Performance against the "active borrower" measure is declining nationally. Locally, previous reductions in opening hours, expenditure on books and other materials, staffing levels and the range of reading based activities have impacted on performance. Also since the relocation of the Central Library numbers of both visits and issues of items have reduced.

The emerging role of libraries as neighbourhood hubs presents many opportunities to encourage new and repeat visitors. The future challenge will be to encourage those visitors to become and develop as readers.

Pedestrian Footfall - There is a considerable risk that the time-scales for completing the major developments that have the most potential to influence footfall in the town centre are such that the performance for remaining quarters will follow similar patterns to those seen in quarters 1 & 2. As a result, activities to develop and promote the retail offer improve all aspects of safety & security and widen the appeal through events and promotions will continue.

In addition the retail sector is in transition and town centres are especially affected by increases in online shopping and out of centre competition. A major planning application has been submitted to Sheffield CC for a significant leisure scheme at Meadowhall which could be a risk to the ambitions for Rotherham Town Centre.

Outcome: B. Streets, public realm and green spaces are clean and well maintained

Lead accountability: Damien Wilson, Strategic Director – Regeneration and Environment

Overview of progress:

Good progress is being made to deliver a cleaner, greener Rotherham with key investment being committed and helping to improve the standard of 'estate' roads.

Numbers of ground maintenance complaints has reduced during the 3rd quarter, compared to the 2nd quarter of the year and performance around remedial works remains high.

The number of bin collections missed has improved from the second quarter and it is anticipated year-end collection and recycling targets will be achieved.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No. 3.B4 - 0% of grounds maintenance works, following re-inspection, achieve no more than 5% defective/not to standard works. (Priority Measure) <i>This measure validates the process of carrying out remedial works.</i></p>	
<p>Ref No. 3.B5 – 38.21 missed bin collections per 100,000 collections in Q3, against a target of 60.</p>	

Performance story/narrative:

Corporate Plan Action - Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit

Ref No. 3.B1- 3.B4 Levels of Street Cleanliness not more that 5% of sites are considered to be below standard (Grade A or B in CoP); Road Networks in need of significant repair; Effective enforcement action; Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure); Number of Grounds Maintenance customer contacts

Quarter 3 saw grounds and cleansing services continuing to meet target times and performing well.

Customer contacts regarding grounds issues were again lower than in the same quarter last year and Quarter2 of 2016-17. Customer contacts normally peak during the 2 quarter when grass cutting teams are out and about and it is anticipated call levels for Q3 and Q4 will be lower and unless there is some unexpected incident the

annual total will be as expected. Further analysis of the contacts received during Quarter 3, shows that 4 customer complaints were received out of a total of 73 contacts.

There is marked improvement in the current year around strengthened enforcement to tackle fly-tipping and other enviro-crime offences. The measure on fly-tipping prosecutions measured cumulatively at 8 at the third quarter stage for 2015/16 and at the same stage for 16/17 stands at 21.

The measure on other enviro-crime prosecutions for Q3 2015/16 was 34 and at the current year's quarter 3 stage is 185.

Whilst the current year's performance is a baseline measure, there is clear improvement across both measures. Both areas of activity support the Council's drive to strengthen enviro-crime enforcement to change behaviours and provide a deterrent.

The Highway Network Management Team carried out a Members Seminar on the 11th October regarding the principles of following good asset management techniques to maximise the available funding to repair as much of the highway network as possible.

By the end of Q3 the Council delivered patching and resurfacing works on 224 roads with almost 400,000sqm repaired.

The works have been undertaken on -

- 11 - A Class Roads
- 10 - B Class Roads
- 23 - C Class Roads
- 161 – U Class Roads

Corporate Plan Action - Ensure an efficient and effective waste and recycling service

Ref No. 3.B5–3.B6 Number of missed bins per 100,000 collections; % of waste sent for reuse (recycling and composting) - The missed bin performance, 3.B5, is showing an improvement over Q2 reducing to 38.21 missed bins per 100,000 collections. This compares favourably with the Association for Public Service Excellence (APSE) performance report 2014–15 which reports an average 61.12 missed bins for the full year performance for APSE reporting authorities. As reported in Q2 the introduction of weekly performance meetings for frontline supervisors has helped to focus attention in this area. This work includes an analysis of missed bins by collections crews which is discussed with the delivery staff. This provides focus to areas requiring improvement along with other service delivery activities and continues to improve performance in this measure.

The measure on waste recycling is on track to meet its anticipated target of recycling 45% of all Household waste collected by the authority. Quarters 1, 2 and 3's performance is currently achieving a 47.28% level of recycling due to the "front loaded" collection of garden waste that occurs across the growing season of April to

October. As reported in Q2 as this waste stream tapers off, the overall recycling rate will reduce. We are still forecasting to achieve the 45% recycling target by 31.3.17.

The annual waste calendars have been issued November/December 2016 that promoted and encourage recycling and the correct use of waste containers and Household Waste Recycling Centres. The Council will continue to engage with the public to recycle through an informative yet instructive sustained campaign via the Council's own web site, intranet, newsletters, bulletins and twitter and possibly local Press with a further promotional push in Feb/Mar prior to the re-commencement of Garden Waste Collections in April. Waste Collections throughout the Christmas period were completed as planned.

Ongoing risks and challenges ahead:

The recycling performance will drop from the current 1st, 2nd & 3rd quarter's level of around 47.28% as kerbside collection of garden waste cease from the 28th October until April 2017, therefore reducing recycling material collected. Garden waste can still be recycled at our 4 Household Waste Recycling Centres. It is still anticipate that we will meet the overall target of 45% through levels of recycling to date and continued recycling of other material streams.

It is anticipated that further improvements in recycling performance may be achieved by the joint Barnsley, Doncaster, Rotherham PFI residual waste treatment facility with the introduction of new and improved machinery installed within the plant to aid recycling material reclamation. However, there has been a national year on year reduction in recycling of paper, card, bottles and cans as the growth in on-line media reduces the amount of newspaper circulation and the industry wide drive to change or reduce the amount of material used in packaging.

Priority 4: Extending opportunity, prosperity and planning for the future

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

Lead accountability:

Damien Wilson, Strategic Director – Regeneration and Environment

Overview of progress:

Actions to deliver economic growth in the borough have continued to progress satisfactorily throughout the 3rd quarter. A full suite of data used to measure progress against this outcome will be available and reported at the end of the financial year.

Exceptions:

No exceptions - currently no data for 2016/17 due to annual measures.

Performance story/narrative:

Corporate Plan action - Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region - SCR)

Ref No. 4.A1 – 4.A6 - Survival rate of new businesses (3 years) (Priority measure); Number of jobs in the Borough (Priority measure); Increase Number of Business Births / Start Ups per 10,000 Resident Population 16+ years old); Overall number of businesses in the Borough (Priority measure); Narrow the gap to the UK average on the rate of the working age population economically active in the borough; Median average gross weekly wage for full-time employees working in the borough (percentage of UK average) -

The measures are linked to delivery of the Rotherham Economic Growth Plan, delivery of which is continuing; with the Business Growth Board of the Rotherham Together Partnership leading on this work.

The measure on median average gross weekly wage for full-time employees working in the borough as a percentage of national average (4.A6) has reported latest statistics for the period up to 31 March 2016. This shows a decline in the % from 90.7% to 89.9%; however, the Annual Survey of Hours and Earnings (ASHE) is potentially unreliable at a local authority level given the small sample size. It can fluctuate significantly and it is the longer-term trend that is considered more important (Rotherham has been around 90% of UK for several years). In view of this the decline is not considered by the service to be of concern.

Three sub-groups covering “Skills and Employability,” Business Development” and the “Town Centre” meet every 6-8 weeks. The groups have developed a list of projects they feel will help drive economic growth and are currently seeking funding

for these. They are also undertaking a review of progress during the last year and producing work plan for 2017/18, which will be taken to the next meeting of the main Business Growth Board.

The first annual review and monitoring of the Economic Growth Plan is currently taking place and will be taken to the Business Growth Board, and subsequently SLT and/or Cabinet during the first quarter of 2017.

Work has commenced on the Town Centre Masterplan, led by the consultants contracted to produce the plan, White, Young and Green. The finished document due in April/May 2017. Workshops are being held with a range of stakeholders, including Members, house builders and potential developers.

Bids have been submitted to the SCR for funding for a number of capital projects. The following 3 projects were agreed to proceed to a full bid following Expressions of Interest.

- Purchase of Forge Island
- Works to the A618/A57 linked to the Gulliver's Theme Park
- Purchase of the AMP Technology Centre

The SCR Launchpad Project is now operating in Rotherham. This is an innovative new delivery programme based on lean start-up business modelling techniques. Two workshops have been held since November, one to develop ideas, the other about starting a successful business. The workshops were available to all Rotherham residents and further start-up activity will be developed throughout the year.

The UK Steel Enterprise Accelerator is currently underway with 9 businesses from across the SCR taking part. A pitch event is scheduled to be held on the 2nd February 2017.

Sheffield and Rotherham Councils have together been successful in a bid to the Department for Transport for around £1.4m. This funding is to develop transport solutions for the AMID (Advanced Manufacturing Innovation District) and to assist with congestion at M1 Junctions.

Ongoing risks and challenges ahead:

Delay in the Tram/Train trial project, now due Summer 2018, will delay improved connectivity of Rotherham to the Sheffield City Region, (SCR).

The nature of the Rotherham property market may mean that innovative financial solutions will need to be found for projects, this is mitigated by applying for funds via SCR and other routes. .

The uncertainty caused by the Brexit decision may result in a loss of funds to Rotherham due to changes to European funding, although the most recent advice from government is they will honour any awards made prior to the UK officially leaving the European Union, likely to be 2019 onwards.

Outcome: B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector (also contributes to priority 2 – Every adult secure, responsible and empowered)

Lead accountability:

Anne Marie Lubanski, Strategic Director Adult Social Care and Housing

Overview of progress:

The good progress made by the Council during the first two quarters of the year to enable people to live in high quality accommodation in the borough has been maintained through quarter 3. The % of non - decent Council owned properties in the borough is continuing to reduce, numbers of private landlords applying for licenses within Selective Licensing areas as part of the Councils Selective Licensing Scheme and complying to the terms and conditions of the scheme have increased and a further 2 new homes for affordable rent have been provided. The overall number of new homes provided in the quarter was 96 bringing overall completions in the year to 475. This is a reduction from quarter 2 when 178 new homes were delivered and it is unlikely the Council will now meet its target to provide 731 new homes by the end of quarter 4.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 4.B2 – the % of the Councils stock that is non decent at the end of quarter 3 is 0.13% (which equates to 26 properties.) The annual target is 0.5% (Priority measure)	Ref No. 4.B1 - 96 new homes have been built in the quarter bringing the total for the year to 475, against a target of 731 (Priority Measure)
	Ref No. 4.B4 – Targets for increasing new affordable home ownership units in the borough have not been met but following government announcements the prospects for increasing this are improving.

Performance story/narrative:

Corporate Plan Action - Implement the Housing Strategy 2016-2019 to provide high quality accommodation

Ref No. 4.B1–4.B4 Number of new homes delivered during the year (Priority measure); % of stock that is none decent (Priority measure); Number of new social rented homes started in year; Number of new affordable home ownership units started in year –

Performance within the Housing Service generally is very strong and by the end of the 3rd quarter 33 of the 39 indicators used to measure the service are on target.

Work is taking place to improve performance against the remaining 6 indicators. The suite of indicators used to measure the overall strength of the service supplement the measures already being used to deliver the priorities within the Corporate Plan and contribute positively towards helping tenants live in high quality accommodation provided by the Council. For example, some indicators monitor delivery of the Repairs and Maintenance Service which contribute towards ensuring properties are kept in good state of repair. Similarly other indicators in the suite cover areas of service such as empty homes and these ensure properties being made available to let for new tenants meet the Council's Lettable Standard.

The good performance made by the Council to maintain properties at the decency standard previously reported in quarters 1 and 2 has been maintained through the last quarter. By using its stock condition information effectively at the beginning of the current financial year the Council assessed that 237 properties would become non-decent during the course of the year. The assessment the Council made at the beginning of the year was accurate and by the end of quarter 3, following the delivery of programmes of work to non-decent properties by the Council's major Repairs and Maintenance Partners, Wilmott Dixons and Morrison's the figure of non-decent properties is now reduced to 26. These 26 properties will now be brought up to the decency standard during the final quarter of the year and the Council is confident its year-end target for non-decent properties (0.5% of its stock) will be exceeded.

Following recent government announcements the Council's future prospects to provide additional homes to rent and buy in the borough are bright. The Council has also been notified it has been selected as part of a list of 30 Local Authorities to spearhead the Government's Starter Homes Programme. Nationally £1.2 billion pounds is available to support these projects. The Council has made a bid for £32 million pounds to part fund 1014 new homes. Details of the Council's allocation are not yet known although a decision is imminent. 12 sites have been identified in the town centre where starter homes will provide up to 50% of the new housing offer. 6 of these sites are in Council ownership and of these 3 are "go early" sites which are ready for development. The go early sites identified are Sheffield Road car park, Millfold House and Henly's garage site on Wellgate. Starter Homes can be purchased by people between the ages of 23 and 40 who are first time buyers. Property values will be capped at £250,000 for properties outside London and £450,000 in the Capital.

Corporate Plan Action - Private rented housing – improving standards through selective licensing

Ref No. 4.B5 a) and b) % of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure); % of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority measure) – Work to implement the Council's Selective Licensing Scheme is continuing to progress well. In the early part of the year the Council identified that in Eastwood and Dinnington there were significantly more private rented properties than had originally been estimated when the target for this indicator was set, based on information from the 2011 Census. The result of this was that the performance information provided by the Council for the whole of the Selective

Licensing Scheme was skewed. To deal with this and provide more meaningful and accurate information the Council now caps performance across all Selective Licensing areas at 100%. Performance for landlords applying for licences under the scheme at the end of quarter 3 is 92%.

In the final quarter of the year new staff coming into the team will be targeted to increase, from 77%, numbers of landlords applying for licenses in Maltby, the only area within the scheme currently operating off target.

By the end of the third quarter, 1,396 applications were received to register for licenses under the scheme. Of the applications 1,203 licences have been granted and 8 applications refused based on the fact that the proposed licence holder is not considered a fit or the proper person to hold a licence. 3 cases are also proceeding to prosecution case as replacement applications have not been received.

The inspection regime implemented by the Council to ensure landlord compliance with the terms and conditions of the Selective Licensing Scheme is also continuing to operate well. By the end of quarter 3, 700 of the 1200 licensed houses have been inspected and where non-compliance has been identified remedial actions have been taken to prevent formal action being taken by the Council. 86% of properties have been found to be broadly compliant with housing legislation, which is very positive. This performance however, should perhaps be treated with caution as the inspections have mostly taken place in properties applying in the early part of the scheme and therefore may be more likely to be compliant.

It is anticipated that increased enforcement action may be required as the scheme progresses through the end of 2016/2017 and into the new financial year.

Ongoing risks and challenges ahead:

Following the Government's announcement to provide additional funding to increase the supply of housing in the borough the challenge faced by the Council now is to ensure programmes of work are in place to increase the supply of accommodation available as quickly as possible.

Outcome: C. Adults supported to access learning improving their chances of securing or retaining employment

Lead accountability:

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

Overview of progress:

The profile for internal delivery is on target and any underperformance is specifically related to recruitment of learners by sub-contractors. Enrolments by sub-contractors are significantly under profile primarily as a result of the limitations of the Yortender Commissioning portal. The timescales set by procurement and the complexity of the updated system has seriously affected the number of organisations submitting funding applications. The service has invested considerable time and resource to address this but as yet has had little success.

2015/16 performance confirmed and reported to SFA by 20 October 2016 for the academic year:

- Enrolments - Target 3500 Actual 1500
- Success Rates - **Adult Skills Budget (ASB)** Target 80% Actual 60%
Community Learning Target 85% Actual 84%
- Progression - Target 60% Actual 69%

2016/17 targets and performance year to date against profile as of month 4 period, first term for period ending 31 December 2016):

- Enrolments - *(Dec 16 profile)* Target 780 Actual 372
- Success Rates - **ASB** Target 80% Actual
Community Learning Target 85% Actual 100%
(100% for the 10 completers ytd and 100% retention to date)
- Progression - Target 60% Actual
(collection of in-year progression data will be available for the next quarter)

Performance data is now supported by more detailed reports and analysis of performance by the Information Team within the Skills Funding Agency (SFA). Internal data systems have been developed for all areas monitored by the SFA and are interrogated by Ofsted during Inspections. There is still work to be done to ensure that data analysis is effective enough to highlight any potential areas of concern and risks to RMBC.

An improved ‘Initial Assessment’ processes, earlier identification of additional learner needs, a more stringent system of monitoring learner progress and identification of

learners ‘at risk’ of leaving early or failing to achieve qualifications have been introduced for 16/17 designed to improve learner success rates.

Exceptions:

Good/improved performance:	Areas of concern:
	Increase the % of people aged 19+ supported through learning to obtain a formal qualification – increase both enrolments and success rates.
	Ensure that the Service is fit for purpose to prepare for Devolution and potential conflicting priorities between City Region and Rotherham adult skills priorities
	Overall the number of people aged 19+ supported through a learning

Performance story/narrative:

Ref No 4.C1 - Adults are supported and have access to learning opportunities

The Council’s priorities for its adult education budget are in line with Government priorities for the use of this funding – namely to target:

- Adults living in the most deprived communities
- Adults with no formal qualifications
- Adults who have not reached NVQ level 2
- Adults with disabilities or limiting illnesses
- Adult with poor mental health
- Men
- Older people
- Families where no parent is working
- Unemployed people
- Carers
- BME communities

2016/17 Annual targets for learner enrolment **1,950**

Most learners are still in learning so success rate and progression data cannot be calculated until they complete their course. Of the 10 completers to date, 100% success rate achieved. The development of a process to support in-year monitoring and reporting of progression data is planned for the early New Year.

Enrolment to the bulk of ESOL courses starts in January. So far we have enrolled 7 learners. With the introduction of pre-entry level courses planned recruitment for 2016/17 should exceed the target of 50.

The service is currently developing partnership working with both internal and external stakeholders. More effective partnership arrangements will ensure that the ASB funding is used more effectively in the support of Council priorities

The Service continues with its programme of learner consultations and has further developed the Learner Forum to inform future learning provision so it better reflects the needs of the learners. Learner Feedback systems and learner focus groups further support the collection of information to ensure the ongoing service improvement.

Ongoing risks and challenges ahead:

Based on preliminary analysis of performance data against minimum levels of success, against SFA standards for 15/16, it is likely that the service will be issued with Notice to Improve – under performance against some learning aims and data monitoring issues continue. Work has been carried out to identify the causes of any underperformance and measures are being developed to provide an effective response.

The devolution of AEB to Sheffield City Region is likely to have a significant impact on prioritisation and allocation of funding beyond 2016/17. Changes to the funding rules for AEB may impact on the delivery against target enrolments as the service faces increasing competition from other providers as many of the target learners are already supported by other funding strands.

A complete review of the Quality Assurance Framework is planned and the sign off of the self-assessment is scheduled on the agenda at DLT on 31st January 2017, in preparation for a possible Ofsted inspection.

Priority 5: Running a modern, efficient Council

Outcome: A. Maximised use of assets and resources and services demonstrate value for money

Lead accountability:

Judith Badger, Strategic Director – Finance & Customer Services

Overview of progress:

With continued cuts to central funding it is vital that the Council is excellent at collecting local revenues, in particular Council Tax and Non Domestic Rates, which currently account for over 65% of the Council's annual funding to provide services to citizens.

At this stage in the year, it is pleasing to note that the revenues collected from Council Tax and Non Domestic Rates are generally in line with the Council's financial planning assumptions, as set out in its Revenue Budget approved by Council.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No. 5.A1 - % Council Tax collected in year was 80.83% at the end of December 2016 which is 0.27% below the figure as at end of December 2015.</p>	<p><i>The reduction in the in-year collection is an emerging issue that will need to be carefully managed over the next quarter to ensure that the collection target of 97% is achieved. The primary reasons for the reduction: are the System downtime (5 days) that occurred in the last quarter; and the increased backlog in workload as a result of this and the stopping of overtime working to help manage in-year spend.</i></p>
<p>Ref No. 5.A2 - Cumulative Council Tax arrears was 45p per property lower as at the end of December 2016 compared with the end of December 2015. Performance is on course to achieve the target of top (best) quartile metropolitan councils which was £109.22 per property last year.</p>	
<p>Ref No. 5.A3 - % Non-domestic rates collected in year was 81.65% at end December 2016 which is 0.45% above the figure as at the end of December 2015. This measure is presently on course to achieve the 98.0% target by year end.</p>	

Performance story/narrative:

Action - Maximising the local revenues available to fund council services

Ref No. 5.A1 Council Tax in-year collection – This year the Council is expected to collect £110.5m an increase from last year of £6.5m of which we expect to collect 97% in-year. At this stage in the year, the collection rate of 80.83% is 0.27% below the same time last year, however, it is still on target albeit with only limited room for any further reduction.

Ref No. 5.A2 Cumulative Council Tax arrears - measures the amount of unpaid Council Tax from previous years per property. This is currently £0.45 per property lower than the same time last year, and is on course to achieve the target.

Ref No. 5.A3 Non Domestic Rates (NDR) collection - The amount of business rates to be collected is £79.9m an increase of £2.7m from last year. At this stage in the year the collection rate achieved is 0.45% above last year and performance is still on course to achieve the year-end target.

National data published by DCLG for 2015/16 shows Rotherham's Council Tax and Non Domestic Rates collection performance relative to other similar councils continues to be excellent.

Ongoing risks and challenges ahead:

The Council is becoming increasingly dependent on the revenues it can raise locally to fund its services and with central government grant funding to end by 2020 excellent revenues collection will become ever more important.

Council Tax collection is 0.27% below last year's performance. This fall in collection levels is predominantly as a result of system issues, which has resulted in a loss of access for five days during October and November and the cancellation of a court hearing, and also a stop on overtime working to help manage in-year spend.

Should performance remain at 0.27% down on last year as at the year end, the target of 97% will be achieved; however there is now little room for further performance slippage.

The latest welfare reform the revised benefit cap came into effect from December 2016 when the maximum benefit for a family reduced from £26k to £20k. This has resulted in 272 families in Rotherham losing an average of £48.08 per week in Housing Benefit which will further impact their ability to make Council Tax payments. The council had a number of roadshows for affected families prior to the introduction of the cap where families could seek advice from numerous agencies. Ongoing new families affected will be signposted to available advice.

Outcome: B Effective governance arrangements and decision making processes are in place

Lead accountability:

Judith Badger, Strategic Director – Finance & Customer Services

Shokat Lal, Assistant Chief Executive

Overview of progress:

Improvement progress within Children and Young People’s Services continues to be made, scrutinised through the Children and Young People’s Services Improvement Board. Progress with improvement in other service areas, as well as in the council’s corporate working and governance arrangements. This is monitored by the Joint Improvement Board (Chaired by the Lead Commissioner) which has a key role in helping to assess prospects for returning decision-making control of services to the Council, as appropriate.

New service planning and performance management arrangements continue to be implemented and risk management is developing, with a new Risk Policy and guide scheduled for approval within the next month. Improvements in information governance are being implemented; as are procurement arrangements.

Recommendations arising from the Overview and Scrutiny are a key indicator of the strength of the council’s governance arrangements. Overall, there has been solid progress in implementing the pre-decision scrutiny arrangements ahead of Cabinet and Commissioner meetings. Recommendations arising from other Overview and Scrutiny activity have yet to be formulated as reviews are still in progress.

Exceptions:

Good/improved performance:	Areas of concern:
Ref No. 5.B3 - Acceptance of recommendations from pre-decision scrutiny is currently at 100% at the end of quarter three.	Data on recommendations from other Overview and Scrutiny activity is not yet available, as reviews have not yet been completed or reported back to Cabinet.

Story/narrative:

Corporate Plan Action - Establishing and working to a new Local Code of Corporate Governance

Ref No. 5.B1 Fit for purpose Annual Governance Statement 2016/17 (Priority measure) - The Council was given a qualified (negative) opinion on the effectiveness of its governance arrangements in its Annual Governance Statements for 2014/15 and 2015/16, which reflects the outcomes of the Jay, Ofsted and Casey Reports and subsequent government intervention. The Annual Governance Statement 2015/16, which was published in September 2016, reflects positive progress made during the year and highlights the further steps that need to be taken

to achieve an unqualified opinion on the Council's governance arrangements in the 2016/17 Annual Governance Statement. Outside of improvements in key services, the further steps required include making improvements in a range of corporate arrangements such as service planning, performance management, risk management, procurement, information governance and the management of major projects.

Corporate Plan Action - The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities

Ref No. 5.B2 – 5.B3 % of scrutiny recommendations which are accepted and implemented; Number of pre-scrutiny recommendations adopted - The pre-decision scrutiny process has become embedded within the decision-making process and has been positive to date for scrutiny Members, executive Members and officers. A pattern has emerged in the first two pre-decision scrutiny sessions where Members have been able to add value to the proposals brought forward. At the October, November and December pre-decision scrutiny meetings, Overview and Scrutiny Management Board has, on average, identified three reports for scrutiny and made recommendations on each and confirmed its support for the proposals. Where additional recommendations have been, these have been adopted by Cabinet and Commissioners when making final decisions on proposals.

With regard to other Overview and Scrutiny recommendations, it remains the case that no review activity has yet been completed and reported back to Cabinet. The Select Commissions are making substantive progress towards delivering recommendations to the appropriate decision makers in due course.

Ongoing risks and challenges ahead:

Any reversal of progress in Children's Services or any failure to improve other services to enable their return to Council responsibility could prevent the issuing of an unqualified opinion in 2016/17. Failure to develop sufficient and effective corporate arrangements could have a detrimental impact on the year end opinion.

Overview and Scrutiny exists to provide challenge and ensure that decision makers have included mitigations to risks that arise in respect. The challenge is maintain momentum and the culture of openness and good governance that pre-decision scrutiny is grounded in. Focus by Members on the areas prioritised for scrutiny is critical to ensuring that recommendations are forthcoming from other areas of scrutiny activity

Outcome: C Staff listen and are responsive to customers to understand and relate to their needs

Lead accountability:

Judith Badger, Strategic Director – Finance & Customer Services

Shokat Lal, Assistant Chief Executive

Overview of progress:

The number of complaints continues to be received at the higher level experienced in quarter two at 275. This appears to show a consistently higher number received than during the previous two years; and, at the point of quarter three an estimate is that the end-of-year total could be in the order of 1,000 (compared to the c. 700 received in the previous two years). This reflects a change in emphasis to ensure that more customer enquiries and issues are processed as formal complaints so that they receive investigations by managers and learning is captured for the purposes of service improvement. Despite this continuing high number of complaints received the Council's response rate has again improved in the quarter to 86% (from 82% in quarter 2 and 79% in quarter 1) – exceeding the cumulative target set for the year.

The Council is actively developing its on-line offer in response to customer demand. The project to refresh the Council's existing secure on-line portal Your Account is making good progress and will be launched in December.

The Local Government Association (LGA) resident survey undertook in December 2016 showed statistical improvements in two key areas: 50% of respondents stated that they trust the Council (8 percentage points higher than when first polled in June 2015); and resident confidence in the Council stood at 49% (also 8 percentage points higher than the first poll).

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref. No. 5.C1b Numbers of complaints responded to within timescale is now at 86%, above the target of 85%, representing a steady increase in performance since quarter one (and in the context of an increase in the numbers of complaints being investigated during the year).</p>	<p>Ref. No. 5.C1a – as reported in Quarter 2, while not a concern in itself, it is worth noting that the numbers of complaints being investigated by the Council remained at the high level experienced in Quarter 2. Overall this is not impacting on response timescales, and reflects efforts to investigate more of customers' issues through the formal processes, so that learning can be captured. But the situation will need to continue to be monitored.</p>
<p>Ref No. 5.C3-5.C4 – residents' survey showing 8% increases in people having trust and confidence in the Council (i.e. since survey first held in June 2015).</p>	

Performance story/narrative:

Corporate Plan Action - Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way

The numbers of complaints received by the Council has been in line with the total for Quarter 2 (271) at 275. This compared to the lower level of 205 in Quarter 1 and is significantly higher than quarterly figures for 2015/16.

As reported previously, the Council has taken a number of steps over recent years to make it easier for complaints to be made, so that the appropriate steps can be taken to address the issues and problems residents wish to raise. The numbers of complaints now being investigated reflect the increased efforts to capture learning and ensure appropriate management oversight of customers' issues. This is not necessarily a negative development. The Corporate Complaints Team is working to ensure that regular reporting to senior and directorate management teams includes analysis on the emerging patterns and trends; as well as help ensure that all learning is taken on board.

Despite this sustained higher level of complaint investigations compared to previous years, there has been an improvement in the numbers being responded to within the required timescales, up to 86% which is above the 85% target for the year. This is an increase from the 82% in Quarter 2 and 79% in Quarter 1. Previously reported challenges in responding to complaints within the Regeneration Environment Directorate (specifically Waste Management) have been tackled and this reflects a key factor in the improved performance overall.

Numbers of compliments received saw an increase from 168 in Quarter 2 to 226 in this quarter. This is higher than the 183 reported in Quarter 1 and reflects efforts with Directorates to ensure that this information is effectively captured for performance reporting purposes.

Action - Resident satisfaction - Assessing overall public opinion on the way the council is working and responding to customers

Ref No. 5.C3 – 5.C4 % of residents satisfied with the way RMBC runs things; % of residents that have confidence in the RMBC – During December 2016, the Local Government Association (LGA) undertook its fourth satisfaction survey with Rotherham residents. Comparing figures to the first poll undertaken in June 2015, there are two significant statistical improvements.

- Firstly, 50% of respondents stated that they trust the Council, 8% higher than when first polled.
- Secondly, resident confidence in the Council has also increased by eight percentage points since June 2015 - now 49%.

Overall, all questions have seen a percentage rise since the last survey undertaken in June 2016 and over the course of all four polls there has been a slight improvement. These questions focus on key areas around satisfaction,

responsiveness and value for money.

Corporate Plan Action - Enable customers to be active and interact with the Council in an efficient way, accessing more services online

Ref No. 5.C5 % of transactions - The new Digital Strategy has been approved by Cabinet and a plan is being developed to deliver the strategy. A Members briefing has taken place, outlining the strategy. The new iteration of Your Account is on schedule to go live in December with a push to increase online use at the same time. The Council's website continues to be developed in response to customer feedback.

Ongoing risks and challenges ahead:

The major barrier to increasing the number of online transactions is digital exclusion. When our citizens are unable or unwilling to get online we will be unable to deliver our channel shift aspirations. In the interest of tackling digital exclusion the Council now provide free citizen Wi-Fi in all libraries, customer service centres, the Town Hall and museum. Libraries continue to run targeted events to encourage digital take-up and some self-service kiosks are being installed in Riverside House to encourage customers to transact with the Council on line.

Outcome: D Effective members, workforce and organisational culture

Lead accountability: Shokat Lal, Assistant Chief Executive

Overview of progress:

The target for PDR completion (95% of staff) has been achieved. However, sickness days still remain below target, with agency staff costs increasing.

Members have been provided, including via the Newsletter on 2nd August, with information on how to progress with their personal development plans and have been provided with self-assessment and short questionnaire to complete to commence this process for the current municipal year.

New behaviours and values have been launched via a communications campaign across the organisation and an awards event celebrating those living to the values took place on the 24th November with further publicity following the event

Quarterly reporting on performance is an important step in establishing a performance-focused culture across the organisation, linked to the newly set out values and behaviours which underpin a refreshed approach to performance management process for all staff.

A dedicated, Member-led working group (Chaired by Cllr Yasseen) has been established to look at issues of member development across the board, including the process of Elected Member Performance Development Reviews in the current year. The next steps are being discussed in this working group.

It is also worth noting that consideration of the second quarter performance report on the 2016/17 Corporate Plan at the Council/Commissioners meeting on 14th November 2016 demonstrates that a performance-focused culture is starting to be embedded across the organisation which provides elected members with improved information. Feedback from members will continue to inform and improve how this information and intelligence can be presented and improvement have been made for this Quarter 3 report.

Exceptions:

Good/improved performance:	Areas of concern:
<p>Ref No. 5.D1 % PDR completion is now at 96% compared to a target for the year of 95%, with three Directorates exceeding the target</p>	<p>Ref No. 5.D2 Sickness days lost per FTE is 10.70 days (excluding schools) – target is 10.2 days (Priority Measure)</p>
	<p>Ref No. 5.D3 Reduction in agency staff cost target is a reduction of 10%. Current figures show an increase of 43% (Priority Measure)</p>

	<p>Ref No. 5.D4 - Activity remains underway to support the target for 85% of members to have a personal development plan, but this is subject to members committing to a positive approach personal development planning</p>
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Performance story/narrative:
Corporate Plan Action - Staff and managers have an opportunity to reflect on performance, agree future objectives and are aware of how they contribute to the overall vision

Ref No. 5.D1 % PDR completion - Timely completion of effective PDRs is vital in ensuring that staff and managers have an opportunity to reflect on their performance and how their future objectives contribute to the overall vision. Completion of PDRs - exceeded the 95% target. The HR team commenced a review of completed PDRs in October to check on the quality of the submissions. Findings will be reported to SLT by the end of January, together with recommendations for changes to the process for 2017. Approx. 50 interviews have taken place with reviewers and reviewees and a moderation meeting has taken place to review findings. Review of files is in progress.

A 'lessons learned' exercise will be carried out in the New Year to further improve both the process and the quality of appraisal. Two phases of PDR enhancements will follow. The first phase will focus on incorporation of the values and behaviours, clarification of mandatory training and consideration of career progression/succession planning needs to be introduced by March 2017. A second phase looking at a more fundamental review of the performance elements and options for online completion/recording will be completed by March 2018.

Ref No. 5.D2 Days lost to sickness absence - decreased in the quarter but performance is still off target. One factor in this is thought to be the extent of reorganisation and change processes creating staff uncertainty.

The HR Service has continued targeted support to individual managers by Business Partners and systems based reminders where action is required. A number of workshops for managers have been held – e.g. Regeneration and Environment, where the Strategic Director attended and emphasised the importance of timely action. In CYPS a 6 month programme of support agreed in May is currently being reviewed and refocused for a further period.

In addition, HR is seeking SLT agreement to a reorganisation of how it supports management of sickness. It is proposed that the most difficult outstanding cases be managed corporately by a dedicated, specialist team focussed on managing them to resolution. New cases will be triaged to ensure that action is immediately focussed on difficult cases.

HR is revising the e-learning package for managers and this will be used in

conjunction with a further corporate programme of manager workshops with 200 places currently planned under the Brilliant Basics programme.

The process of revising policies will begin in the New Year in conjunction with Trade Union colleagues and learning from the Health and Safety sub Group will be added to these; in the meantime the team update current practice and advice to plan quicker outcomes more robust management of appropriate cases.

Workforce metrics are being augmented through the HR system and used at DMTs.

Corporate Plan Action - Reduced use of interims, temporary and agency staff through effective and efficient recruitment

Ref No. 5.D3 Reduction in Agency cost (Priority measure) - The Council's use of temporary and agency staff remains at increased levels following two months of reduction in April and May 2016.

The expenditure trend worsened significantly in June and can be partly attributed to late submissions of invoices for payment and a shift of expenditure previously classified by the Council as "consultancy" to "agency", in the interests of more focused monitoring and management attention.

As part of workforce management arrangements agreed with the Chief Executive, a new Workforce Management Board, led by the Assistant Chief Executive and consisting of Assistant Directors, will introduce a control process with use of agency staff requiring explicit directorate and Board sign off; the Board will propose targets for reduction in spend to SLT and pursue achievement of reduction targets.

The outcomes and action plan from the Pulse Survey and follow up Focus Groups have been published. A communications pack has been used by Directorates to share the results and action plan with employees. Reporting of progress against action plans has commenced.

Manager development programmes remain in place and engagement is taking place with all the Council's M3 (senior) managers through regular M3 managers meetings. The Brilliant Basics Programme is under way and further elements are being identified and prepared.

The full Strategic Leadership Team is now all in post and a senior leadership development programme has commenced.

Corporate Plan Action - Members are able to fulfil their roles as effective community leaders

Ref No. 5.D4 % members receive a personal development interview leading to a structured learning and development plan – The Personal Development Plan process for members remains at an embryonic stage. Learning style questionnaires have been issued to members to commence the process and responses have been returned. Non returns are being followed up and review meetings taking place with individual members. In addition to this, the Cabinet Member with responsibility for

member development, Councillor Yasseen, has met with the Assistant Chief Executive and has agreed the terms of reference for a Member Development Group. This group is now meeting and has role to help define and monitor the approach to member sign up to their Personal Development Plans. With support from the LGA, all members are scheduled to have had an opportunity to consider their PDP by February 2017.

Ongoing risks and challenges ahead:

Increasing levels of sickness absence are a risk both financially and operationally. High levels will also impact on use of temporary and agency staff, leading to increased cost and potential reductions in quality of service. Targeted intervention to address sickness hotspots is in hand.

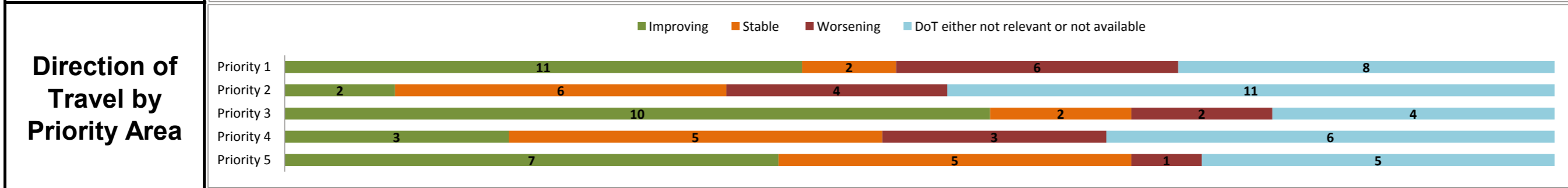
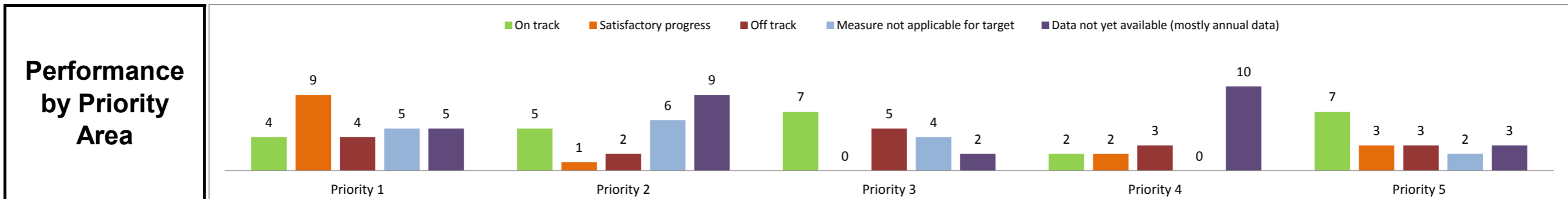
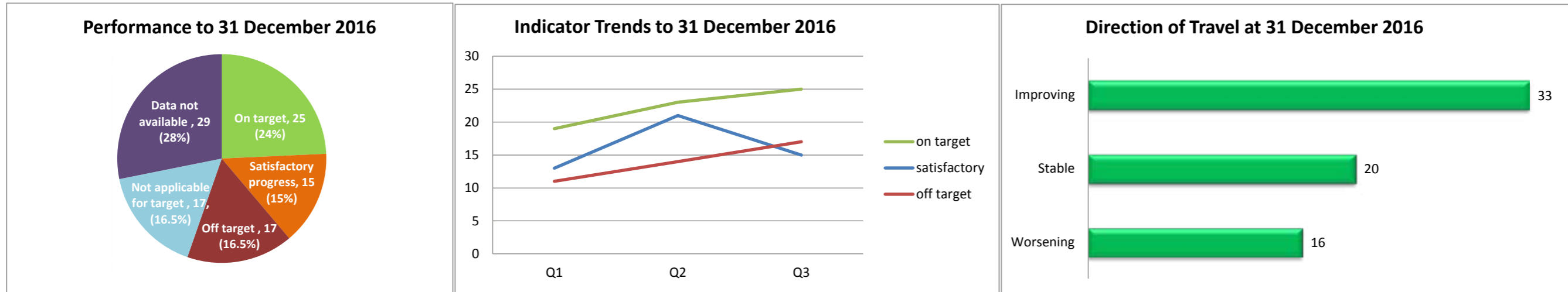
Potential poor morale and stress among staff indicated by the Pulse Survey and focus group sessions with staff – particularly in the manager group – reinforced by the findings of the Workforce Wellbeing Charter group, may lead to further increases in staff absence. New organisation structures and changes to terms and conditions of employment required to enable savings may lead to further deterioration in staff morale and increased uncertainty. Organisation reviews and restructuring will need to be completed as rapidly as possible to minimise the impact on staff.

Members not engaging on a personal level with the process for improvement and development could risk poor political leadership. Members are continuing to receive appropriate training and support in respect of developing knowledge, skills and behaviours. The member-led group chaired by Cllr Yasseen is now informing and enhancing the Council's member development programme, which will be designed to equip Members with the knowledge, skills and behaviours required to be effective, alongside member Personal Development Plans, which requires member commitment to succeed. Practical support for this process has also been secured from the LGA.

OVERALL PERFORMANCE SCORECARD

As per separate document

Corporate Plan 2016/17 Performance Report Dashboard at 31 December 2016 - Quarter 3



Red Flags

Indicators off track in Q2, still off track in Q3

- 1.A3 - % children who had a social care concern raised within 12 months of the last concern ending (Re-referrals) (Priority measure)
- 1.A4 - % children who are subject to repeat child protection plans (within 24 months) (Priority measure)
- 1.C4(b) - % of triaged referrals that were assessed within 3 weeks.
- 2.B5 - Number of carers assessments
- 3.A1 - Reported instances of anti-social behaviour in Rotherham
- 3.A4 - % of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)
- 3.A7 - Aggregate Pedestrian footfall in the Town Centre
- 4.B4 - Number of new affordable home ownership units started in year
- 5.D2 - Days lost per FTE (Priority measure)
- 5.D3 - Reduction in Agency cost (Priority measure)

Priority Areas

Category	Count	Percentage
On target	9	28%
Satisfactory progress	4	13%
Off target	8	25%
Not applicable	3	9%
Data not available	8	25%

Direction	Count
Improving	9
Stable	6
Worsening	8

Appendix B

Corporate Plan 2016/17

Performance Report

Quarterly Performance Scorecard (data for December 2016)

Please note: 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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Summary

	Measure progressing above or in line with target set	25	24.3%
	Measure progress has been satisfactory but is not fully reaching target set	15	14.6%
	Measure has not progressed in accordance with target set	17	16.5%
	Measure under development (e.g. awaiting data collection or target-setting)	0	0.0%
	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)	17	16.5%
	Measure information not yet available (e.g. due to infrequency or timing of information/data)	29	28.2%

	Numbers have improved	33
	Numbers are stable	20
	Numbers have got worse	16
	Direction of Travel is not applicable	34

Corporate Priority 1 – Every child making the best start in life

Key	Overall status (relevant to target)			
	✓	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
are protected and safeguarded from all forms of abuse, violence and neglect	Ian Thomas, Strategic Director Children and Young People's Services	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)	Mel Meggs - CYPS	low	Monthly	No target (to be used a measure to watch over the next 12 months)	□	🕒	347.1	320	356.0	390.4	375.0	399.1	403.0	375.0	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report. There is no good or bad performance however the aim is to ensure performance is in line with the national average. The numbers in December remains high at 375.0. There has been some analysis of the data to understand the increase and it is clear that the current increase is largely concentrated within First Response. Joint work has been undertaken across social care and Early Help to review EH triage, MASH and duty processes.
		1.A2		The number of families engaging with the Families for Change programme as a percentage of the troubled families target	David McWilliams - CYPS	high	Monthly	100% (882 families by end of March 2017)	✘	🕒	100%	100%	24%	46%	68%	54%	60%	68%	Target of 100% is by March 2017. 603 families have been engaged for 2016/17 so far. Performance is reported cumulatively and is therefore YTD.
		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)	Mel Meggs - CYPS	low	Monthly	April - September 26% October - March 23%	✘	🕒	22.8%	30.6% (note - Corporate Plan stated 30.9%)	29.9%	30.4%	28.3%	28.7%	28.6%	28.3%	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report. Rolling year indicator including data from the 12 months prior to 31st December 2016. This indicator is a reflection of the quality of practice and as this improves, the indicator should reduce. The service continues to fail to hit the locally set target of 23%. A number of initiatives are in progress that will improve quality of practice which will have a direct impact on reducing the re-referral rate.
		1.A4		Children's Social Care Improvement - Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	% children who are subject to repeat child protection plans (within 24 months) (Priority measure)	Mel Meggs - CYPS	low	Monthly	4%	✘	🕒	4%	4.7%	6.1%	6.6%	7.2%	7.1%	6.4%	7.2%

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Overall status	DOT	Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16	
A. Children, young people and families		1.A5	LAC Sufficiency Strategy – Increase in the proportion of children who are cared for in a family based setting	Increase in the proportion of children who are cared for in a family based setting (Priority measure)	Mel Meggs - CYPS	high	Monthly	87.5%	●	⬇️	80.5%	84.5%	84.4%	81.1%	86.5%	85.4%	86.7%	86.5%	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report. Research shows that family based placements result in improved life chances and outcomes for children and young people in care more effectively than residential homes. The number of children in a family based placement is overall increasing. The Fostering Recruitment Team is in the process of revising their marketing strategy which includes the appointment of a dedicated marketing post, which will enhance the recruitment of in-house foster carers. This, in turn, should support more LAC into family based care provision.	
		1.A6	Child Sexual Exploitation - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of CSE referrals	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable	□			200	52	35	64	17	24	23	All performance shown for 2016-17 has now been taken from the new liquid logic social care system which is still in the process of being embedded within the service. Data validation work is still ongoing within the service, therefore all performance data will be refreshed for the end of Qtr 4/outturn report. No target as numbers fluctuate significantly and are therefore difficult to predict.	
		1.A7		Number of prosecutions	Mel Meggs - CYPS	high	Monthly	No target - not applicable	□	⬇️	12	37 (note the Corporate Plan states 43 (June 2015 - May 2016))	7	5	3	3	0	0	0	Parameter used to define 'CSE prosecution' is; offences that resulted in a suspect or suspects being charged or summonsed in Rotherham.
		1.A8		Number of victims/survivors accessing post abuse support services (new referrals)	Mel Meggs - CYPS	Not applicable	Monthly	No target - not applicable	□				524	104	143	84	30	33	21	Data recorded monthly from April 2016. This measure includes all new referrals, both new cases or newly referred historic cases. Contracts for longer term CSE support and therapy commenced 1st July 2016.
		1.B1	Early Help – Increase the take-up of free Early Childcare for disadvantaged families	% of entitled 2 year olds accessing childcare	Karen Borthwick - CYPS	high	Termly	80%	✔️	⬆️	78% (summer term 15)	Not applicable	79.5% (summer term)	87.2% (Autumn term 2016)					Termly data shown in the closest reporting quarter to the end of term. This relates to an 'as at' position and cannot be aggregated up into year end. Take-up levels follow a pattern with the Spring term having highest levels of take-up each year. The interim position at Q3 is above expectations.	
		1.B2	Sustainable Education and Skills	% children and young people who attend a good or better schools	Karen Borthwick - CYPS	high	Termly	90%	●	⬇️	82.4% (summer term 15)	84.9%	86%	85%					The Rotherham average has declined by 1% from 31 August 2016. The latest comparison to the national average is 86% as at 31 August 2016. Current performance appears to be low but it is greatly affected by the inspection process. A number of primary schools that were judged as 'Requires Improvement (RI)' have converted to academies. These schools have made significant improvements which may make the next inspection judgement 'Good'. However, once a school has become an academy they are not inspected for 3 years which therefore means they will retain the 'RI' judgement, which impacts on this outcome.	
		1.B3	Sustainable Education and Skills – challenge all schools, academies and education settings who are not providing at least a 'good' level of education to our children	The progress a pupil makes from the end of primary school to the end of secondary school. (Key Stage 4 Progress 8 Measure)	Karen Borthwick - CYPS	high	Annual	No target - target for future years to be set inline with or above the national average	□			No data - new measure	No data - new measure	No data - new measure	No data - new measure	0.03				This is a new measure for secondary school accountability in 2016. Any targets in future years would be set in line with or above the national average. The progress 8 score for Rotherham in 2016 is 0.03, this is above the national average progress score of -0.03. This data is currently provisional and the validated data will be published by the DfE on the 19th January 2017.
		1.B4 (a)	Sustainable Education and Skills – Reduce the number of	Persistent absence rate a) Primary School	David McWilliams	low	Termly	8.4%	●	⬆️	2.9% (old definition - not comparable)	10.7% (Academic year end outturn 2015/16)	Not applicable	10.7% (Academic predicted year end outturn 2015/16)	10.3% (based on Autumn 15/16 combined)					The position at Quarter 3 is confirmed Autumn/Spring Term 2015-16 (Half Term 1-4) data published by the DfE. In Quarter 4 we are able to report the confirmed outturn for the full academic year 2015/16 (Half Term 1-6).

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Overall status	DOT	Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16	
B. Children and Young people are supported to reach their potential	Ian Thomas, Strategic Director Children and Young People's Services	1.B4 (b)	children and young people persistently absent from school	Persistent absence rate b) Secondary School	David McWilliams	low	Termly	13.8%	●	↻	7.5% (old definition not comparable)	15.3% (Academic year end outturn 2015/16)	Not applicable	15.3% (Academic predicted year end outturn 2015/16)	14.4% (based on Autumn 15/16 combined)				The position at Quarter 3 is confirmed Autumn/Spring Term 2015-16 (Half Term 1-4) data published by the DfE. In Quarter 4 we are able to report the confirmed outturn for the full academic year 2015/16 (HT 1-6).	
		1.B5 (a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are a) Fixed term (Secondary school)	Karen Borthwick - CYPS	low	Termly	3,000	●	↻	4,210	Not yet available (Academic Year)	1,072 (Academic term end outturn)	227 (Sept 15 325)	1097 (Sept - Dec 15 1562)	280 (Oct 15 392)	398 (Nov 15 473)	192 (Dec 15 372)	Monthly and termly data shown with direct comparison to last year's figures to show improved direction of travel. Recorded as upwards trajectory as a lower number is a positive result. Reduction is a direct result of partnership working with schools through Inclusion work.	
		1.B5 (b)		Reduction in the number of exclusions from school which are b) Permanent (Secondary school)	Karen Borthwick - CYPS	low	Termly	30	●	↻	50	53 September 2015 - July 2016 (cumulative - based on end of academic year)	47 September 2015 - July 2016 (cumulative - based on end of academic year)	2 (Sept 15 7)	12 (Sept-Dec 15 20)	5 (Oct 15 8)	4 (Nov 15 1)	1 (Dec 15 4)	Monthly and termly data shown with direct comparison to last year's figures to show improved direction of travel. Recorded as upwards trajectory as a lower number is a positive result. Reduction is a direct result of partnership working with schools through Inclusion work.	
		1.B6	Sustainable Education and Skills – 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)	David McWilliams - CYPS	low	Monthly	3.1% (note - Corporate Plan included 4.9%)	✓	↻	5.9%	5.3% (note - Corporate Plan included 5.1%)	5.5%	2.4%	2.9%	2.8%	3.0%	3.0%	The position at the end of December shows a NEET figure of 3.0% (against a local target of 3.0%) and a Not Known figure of 2.6% (against a local target of 2.5%). Whilst the NEET figure hit target the Not Known figure was 0.1% above target. This is the second month of our annual measure (taken across Nov, Dec and Jan) and to ensure we meet our targets of 3.0% NEET and 2.8% Not Known, the Not known target for January has been revised down to 2.9%. Data sharing exercises and follow up will continue, as will work to re engage the NEET cohort, both centrally and across all localities to ensure we remain on track. Latest comparison data available for November return shows that Rotherham are now better than statistical neighbours, national and region in regard to Not Knowns. In respect of NEET figures Rotherham are enjoying better results than statistical neighbours whilst being in line with both region and national returns.	
		1.B7 (a)	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	Percentage of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014) (Priority measure)	Karen Borthwick - CYPS	high	Monthly	90% by April 2018	●	↻		58.3% (note - the Corporate Plan states 52.4%)	67%	65%	42%	51%	59%	17%	Data relates to completion EHC plans within the reporting period.	
		1.B7 (b)		Percentage of Education Health and Care Plans completed in statutory timescales (based on Conversions from Statements to EHCP cumulative from September 2014) (Priority measure)	Karen Borthwick - CYPS	high	Monthly	90% by April 2018	●	↻		85.5% (note - the Corporate Plan states 81.6%)	58%	53%	57%	71%	47%	54%	Data relates to completion EHC plans within the reporting period. Performance demonstrating improvement, team with majority of conversions have now moved into Inclusion Department. This target does not include the conversions from Post 16 Learning Difficulty Assessments (LDAs) which have been prioritised for this team and are on track for completion by 31st December and will be included in the next quarter. The direction of travel on this section is overall on the up, and this will be the first statutory target met for the EHC team since reforms began in September 2014.	
		1.B8	Sustainable Education and Skills	% of children aged 0-5 living in the Rotherham area who are registered with a Children's Centre	David McWilliams - CYPS	High	Quarterly	95%	●	↻	98.2%	91.4%	89%	91%	93%					Data available on a quarterly basis. This involves a data collection from children centres and validation process therefore there may be a time lag between quarter end and availability of data. Target has changed from 94% to 95% so that it is in line with OFSTED requirements
		1.B9 (a)	Sustainable Education and Skills – ensure that all vulnerable groups attain at the same level as their peers	a) % "Looked After Children" (LAC) achieving Level 4 or above at Key stage 2 for reading, writing and maths combined	Karen Borthwick - CYPS	high	Annual	52% National 2015 Figure	■		35.7% (note - the Corporate Plan states 43%)	Not yet available (Academic Year)								Data hasn't been published yet, and is expected to be published March 17. In addition this measure no longer exists. When the annual data is published it will refer to, '% of LAC meeting the national standard in Reading, Writing and Maths'.
		1.B9 (b)		b) % "Looked After Children" (LAC) achievement against Key stage 4 Progress 8 measure	Karen Borthwick - CYPS	high	Annual	Not applicable	■		Not available	Not yet available								Data hasn't been published yet, and is expected to be published March 17.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
		NOTE:		For attainment of vulnerable groups and adult learning please see Priority 4															
C. Children, young people and families are enabled to live healthier lives	Terri Roche, Director Public Health	1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy) (Priority measure)	Jo Abbott - Public Health	Low	Quarterly/ Annual	18.4% by 2016/17 (local target)	✓	🔄	18.3%	18.1%	19.1%	12.1%	Not yet available (March 2017)			National ambition 11% or less by the end of 2015. Status and DoT revised following Q2 data.	
		1.C2 (a)		Reduce year-on-year levels of childhood obesity for: a) Reception year children (age 4/5) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Downward trend in excess weight by 2020	■		9.9%	10.3%						PH indicators dependent on annual data.	
		1.C2 (b)		Reduce year-on-year levels of childhood obesity for: b) Year 6 children (age 10/11) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Downward trend in excess weight by 2020	■		21.6%	21.8%						PH indicators dependent on annual data.	
		1.C3		Chlamydia detection rate (15-24 year olds) - CTAD (Persons)	Jo Abbott - Public Health	High	Annual	At least 2,300 per 100,000 (national target)	■		2,141 per 100,000 (2014)	1,738 per 100,000 (2015)							PH indicators dependent on annual data. Improvement plan in place. Provider working with Sexual Health Facilitator at PHE to improve rates.
	Ian Thomas, Strategic Director Children and Young People's Services	1.C4 (a)	Ensure that all children and young people with emotional wellbeing and mental health needs, receive prompt support and treatment	% of referrals triaged for urgency within 24 hours of receipt.	Linda Harper	High	Monthly	100%	✓	🔄	90.5%	99.4%	88.2%	100%	100%	100%	100%	100%	Target achieved
		1.C4 (b)		% of triaged referrals that were assessed within 3 weeks.	Linda Harper	High	Monthly	95%	✗	🔄	27.8%	26.3%	26.4%	28.60%	24.00%	30.20%	35.20%	24.00%	In December there were 24% of triaged referrals assessed within 3 weeks, which is the Rotherham CCG stretch target. This is a 11.7% decrease from the previous months position of 35.7%. There has been a significantly higher number of priority referrals in the past month, which has been the key factor in the decrease in performance. When reported against the NICE guidelines target of 6 weeks, 27.5% were assessed within target. The average waiting time is 62.8 days. To reduce the waiting time for assessments; • Other clinical staff are now undertaking assessments. • Additional monies in 2016/17 from the Department of Health are being utilised to reduce waiting times, through staff working overtime and for appropriate lower level cases to be worked by Rotherham and Barnsley Mind. • 2 additional locality staff have been employed and started in mid-December. • Referrals are now allocated to the relevant team at the point of assessment, so as to help with the allocation of appointments and with patient experience. • The Operational Manager is meeting with Meridian to review service capacity in line with the new model of working. • An assessment trajectory has been accepted by commissioners; the service to be back on track by month end March 2017.

Corporate Priority 2 – Every adult secure, responsible and empowered

Key	Overall status (relevant to target)			
	✔	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Quarterly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
A. Adults are enabled to live healthier lives	Terri Roche, Director Public Health	2.A1	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Smoking prevalence (18+) (Priority measure)	Jo Abbott - Public Health	Low	Annual	Reduction of 1 percentage point each year from baseline position.	■		18.4% (Now 19.4%)* (2014)	18.1% (2015)						Target = local target. National ambition to reduce to 18.5% by end of 2015. PH indicators dependent on annual data. *Data in PHOF now sourced from Annual Population Survey. Affects 2014 figure.	
		2.A2		% of physically inactive adults (aged 16+)	Jo Abbott - Public Health	Low	Annual	No national target but local aim to increase physical activity for people with long term conditions	■		31.5% (2014)	30.6% (2015)							PH indicators dependent on annual data
		2.A3		Excess weight in adults (aged 16+)	Jo Abbott - Public Health	Low	Annual	National ambition: a downward trend in the level of excess weight averaged across all adults by 2020.	■		73.3% (2012-14)	76.2% (2013-15)							PH indicators dependent on annual data.
		2.A4		Suicide rate (all ages) (Persons)	Jo Abbott - Public Health	Low	Annual	No national target but national recommendation to have a local action plan	■		10.9 per 100,000 (2012-14)	14.2 per 100,000 (2013-15)							PH indicators dependent on annual data. Definition change in PHOF. Data for 2013-15 and retrospective data revised. 2012-14 data as shown in Corporate Plan = 9.7
		2.A5 a)		Successful completion of drug treatment – a) opiate users (aged 18-75)	Jo Abbott - Public Health	High	Annual	No national target. Local ambition to be within LA Comparators Top Quartile	■		7.3% (2014)	6.3% (2015)							PH indicators dependent on annual data. Definition change for drug treatment indicators in PHOF. 2015 data and retrospective data revised. 2014 data unaffected.
		2.A5 b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75)	Jo Abbott - Public Health	High	Annual	As above	■		54.9% (2014)	42.9% (2015)							PH indicators dependent on annual data. Definition change for drug treatment indicators in PHOF. 2015 data and retrospective data revised. 2014 data as shown in Corporate Plan 52.6%.
	Shokat Lal, Assistant Chief Executive	2.A6 a)	Support vulnerable people in times of crisis	Number of people supported through welfare provision - Food parcels provided	Justin Homer, Assistant Chief Executive's Directorate	Not applicable	Quarterly (Monthly data also available)	Not target - not applicable	□		Not available	2,526	810 food parcels supported	892 food parcels supported	787 food parcels supported	238 food parcels supported	280 food parcels supported	269 food parcels supported	The Local Welfare Provision (LWP) measure is split and includes information about food in crisis provision (where data collected includes both the number of parcels issued and the number of individual beneficiaries, adults and children) and the number of crisis loans issued. Latest Q3 data shows a continuation of steady demand, month-by-month during 2016/17 to date and while numbers have fallen from Q2 the end of year figure is almost certain to exceed 2015/16.
		2.A6 b)		Number of people supported through welfare provision - Crisis loans	Justin Homer, Assistant Chief Executive's Directorate	Not applicable	Quarterly (Monthly data also available)	Not target - not applicable	□		Not available	1,041	248 loans (£20,706 value)	130 loans (£10,325 Value)	109 loans (£8,425 Value)	46 loans (£3,745 Value)	34 loans (£2,635 Value)	29 loans (£2,045 Value)	See above. Latest Q3 data shows a reduction in the numbers of loans issued. Issues surrounding the relocation of Laser Credit Union's premises is likely to have been a factor.
			2.B1	Implement the new Adult Safeguarding Strategy to prevent neglect and abuse, embed making safeguarding personal and provide support to victims, linked to the corporate Safeguarding Strategy	No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	Baseline year	□	⬇️	Not available	568	130	95 (revised)	62 (Oct-Nov only)			New measure 2015/16 based on new adults safeguarding collection and Care Act changes to safeguarding. Data not robust enough to use for full year target setting in 16/17 but in year quarter and year to date (accumulative) comparisons will be possible during 16/17. Q1 figure revised - previous value referred to individuals involved in S42 enquiries in quarter not those completed.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting									Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
									Overall status	DOT	Annual		Quarterly			Quarterly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16	Nov-16		Dec-16	
B. Individuals and carers are supported to be safe, independent and resilient within a personalised model of care and support	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	2.B2	Integrate health and care services to consolidate and share resources to reduce duplication and provide excellent services	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)	Sam Newton - Adult Social Care and Housing	Low	Quarterly	1.5	Red X	Down arrow	2.3	1.6	2.9	2.1	2.38 (Nov data)				Data provided by NHS England, Data shows "as at" position at the end of each quarter for the latest published figures 12th Jan 2017 (usually 1 month timelag - data is as at Nov 2016). Qtr 3 figures show previous improvement from Q1 to Q2 has been eroded due to an increase in reported delays attributable to ASC or both health and ASC. In addition we know from local 'systems data' that increased pressure has occurred at the hospital since December and that this will impact negatively on year end outturns, when processed. Target is no longer assessed as achievable, but actions to maximise performance have been put in place by the service, including additional seven day support at the hospital to facilitate discharges and to ensure only agreed delays are recorded	
		2.B3	People get the information and advice 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)	Sam Newton - Adult Social Care and Housing	High	Quarterly	Baseline year	Blue square	Up arrow		944	719	824	587 (Oct-Nov only)				New for Corporate Plan. Note - process for capturing implemented November 2015 so data not robust enough to use for full year target setting in 16/17. Indicator improving to reflect service process.	
		2.B4 (a)	Improved approach to personalised services - always putting users and carers at the centre of everything we do	Proportion of Adults receiving long term community support who receive services via self-directed support (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	76%	Green check	Up arrow	76.4%	75.7%	79.6%	79.9%	78.68% (Oct-Nov only)				Data shows "as at" position at the end of each quarter	
		2.B4 (b)		Proportion of Carers in receipt of carer specific services who receive services via self-directed support (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Quarterly	46.7%	Green check	Up arrow	0%	29.2%	100%	100%	100% (Oct-Nov only)				Data shows "as at" position at the end of each quarter, MH data now included but not affecting overall score	
		2.B5		Number of carers assessments	Sam Newton - Adult Social Care and Housing	High	Quarterly	2500	Red X	Down arrow	2566	2420	430	341	164 (Oct-Nov only)				This figure accumulates in year, activity for both Q1 and Q2 is below expected. Issues have been identified with numbers of carer assessments recorded by our MH partner and these are being addressed by service. Further discussions with service will identify plans to improve in Q3 and Q4.	
		2.B6	Modernise Enablement Services to maximise independence, including: • Intermediate care • Enabling • Prevention agenda • Developing community assets	The proportion of people (65+) still at home 91 days after discharge into rehabilitation (Priority measure)	Sam Newton - Adult Social Care and Housing	High	Annual	91%	Blue square		83.5%	89.6%								Data captured Oct-Mar (discharges Oct-Dec followed up 91 days later)
		2.B7		No of admissions to residential rehabilitation beds (Intermediate Care)	Sam Newton - Adult Social Care and Housing	High	Quarterly	600	Green check	Up arrow	587	613	153	159	186					Accumulative measure progressing in line with target.
		2.B8		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Sam Newton - Adult Social Care and Housing	High	Quarterly	74% (2015/16) 2016/17 target tbc	Blue square	Down arrow	85.2%	86.1%	95.6%	85.0%	Data not available for Q3 to be provided Q4					Data shows "as at" position at the end of each quarter. Target not yet confirmed - to confirm for Q3 following provisional national results release which will allow benchmarking of good performance
		2.B9 a)	Development of Adult Care Market Position Statements to provide alternatives to traditional care, maximise independence and stimulate the market	a) Permanent admissions to residential care for adults (Priority measure)	Nathan Atkinson - Adult Social Care and Housing	Low	Quarterly	17.6 (27 admissions)	Green check	Down arrow	12.3 (20 admissions) Accumulative	20.03 (31 admissions)	1.94 (3 admissions)	4.52 (7 admissions)	7.75 (12 admissions Apr - Nov data)					Data shows "as at" accumulative position at the end of each quarter
		2.B9 b)		b) Permanent admissions to residential care for older people (Priority measure)	Nathan Atkinson - Adult Social Care and Housing	Low	Quarterly	797 (390 admissions)	Green check	Down arrow	958.5 (469 admissions) Accumulative	819.52 (401 admissions)	102.18 (50 admissions)	224.81 (110 admissions)	320.4 (159 admissions Apr - Nov data)					Data shows "as at" accumulative position at the end of each quarter
		2.B9 c)		c) % spend on residential and community placements (Priority measure)	Sam Newton - Adult Social Care and Housing	Low residential and high community placements	Quarterly	Baseline year	Blue square	Down arrow	Not available - not previously been required	Not available - not previously been required	Residential 38.48% (against budgeted 35.35%) Community 46.23% (against budgeted 40.56%)	Residential 36% (against budgeted 35.35%) Community 44% (against budgeted 40.56%)	Residential 38% (against budgeted 35.35%) Community 46% (against budgeted 40.56%)					New for corporate plan and measure reports Net % spend compared to % budgeted. Q3 has seen a widening of gap due to in year pressures
		2.B10	Adults with learning disabilities are supported into employment enabling them to lead successful lives	Supporting people with a Learning Disability into employment	Sam Newton - Adult Social Care and Housing	High	Quarterly	6.0%	Yellow circle	Down arrow	6.0%	5.6%	5.7%	5.7%	5.56% [39 people/702 on service] (Apr-Nov)					Data shows "as at" position at the end of each quarter
		2.B11 a)	Improve satisfaction levels of those in receipt of care and support services	Overall satisfaction of people who use care and support services - a) service users	Sam Newton - Adult Social Care and Housing	High	Annual	72%	Blue square		65.0%	70.0%								Annual score collected in ASC User Survey
2.B11 b)	Overall satisfaction of people who use care and support services - b) carers	Sam Newton - Adult Social Care and Housing		High	Biennial	50%	Blue square		48.6%	Biennial								Biennial collection from carers survey next schedule 16/17.		

Corporate Priority 3 – A strong community in a clean safe environment

Key	Overall status (relevant to target)			
	✔	Measure progressing above or in line with target set	✘	Measure under development (e.g. awaiting data collection or target-setting)
	●	Measure progress has been satisfactory but is not fully reaching target set	□	Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
	✘	Measure has not progressed in accordance with target set	■	Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
A. Communities are strong and help people to feel safe	Damien Wilson, Strategic Director Regeneration and Environment	3.A1	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework	Reported instances of anti-social behaviour in Rotherham	Karen Hanson - Regeneration and Environment	Low	Quarterly	5% reduction on 2015-16	✘	⬆️	15,553 Incidents	14,355 Incidents 8% Decrease (1,198)	3,835 - a 7% increase (257 on Q1 15/16)	4295 - a 12% increase (446 on Q2 15/16)	3,298 - a 3% reduction (114) on Q3 15/16				Q 3 has seen a 3% (114 incident) reduction in reported ASB compared to the same period in 2015/16 and also month on month reductions for the Q3 period. However, for the full year to date the total is 6% higher compared to the Q1 - Q3 period last year. There is now however a clear and consistent downward trend and work will carry on to continue that downward trend, but it is unlikely that a year end reduction of 5% will be achieved. A range of multi-agency interventions continue to take place in hotspot areas. In addition, ASB in Rotherham is the subject of a performance clinic at the next meeting of the Safer Rotherham Partnership Board on 13th February 2017.
		3.A2		Reported instances of hate incidents in Rotherham	Karen Hanson - Regeneration and Environment	Not applicable	Quarterly	No Target - Not Applicable (Note - Corporate Plan stated 25% increase on 2015-16)	□		178 Incidents	254 Incidents 43% Increase (76)	85, a 93% increase (41 incidents) on same period 15/16	Hate Crime 79, a 22% (14 on Q2 15/16) Hate Incidents 67, an 86% increase (31 on Q2 15/16)	Hate Crime 83, a 12% (9 on Q3 15/16) Hate Incidents 55, a 72% increase (23) on Q3 15/16				It is recognised that hate crimes and hate incidents are currently under reported and therefore significant effort is being made across the Safer Rotherham Partnership to increase public confidence in reporting. For this reason, it is not considered appropriate to have a target to reduce reported incidents and increases are seen as a positive response to awareness raising.
		3.A3		Reported instances of domestic abuse in Rotherham	Karen Hanson - Regeneration and Environment	Not applicable	Quarterly	No Target - Not Applicable (Note - Corporate Plan stated 10% increase on 2015-16)	□		1,384 Incidents	1,770 Incidents 28% Increase (386)	503, a 19% increase (80 incidents) on same period 15/16	Crimes 473, a 7% increase (32 on Q2 15/16) Incidents 1205, a 2% increase (19 on Q2 15/16)	632, a 43% increase (189) on Q3 15/16				Recruitment to a new Domestic Abuse Co-Ordinator has taken place which commenced on 24th October 2016. This post will be responsible for the effective development and delivery of a domestic abuse strategy, data and performance management and a review of existing governance structures.
		3.A4	Ensure an robust, effective and efficient licensing service	% of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority measure)	Karen Hanson - Regeneration and Environment	High	Quarterly	100% of 1) eligible licence holders that have subscribed to the DBS online update service; 2) drivers that have completed the council's safeguarding awareness course; 3) vehicles that, where required to do so, have had a taxi camera installed (or are committed to having one installed); 4) drivers that have obtained the BTEC / NVQ qualification.	✘	⬆️	Not available - new measure	Not available - new measure	Q2 Will be first reporting	Figures for each sub-indicator: 1) 100% 2) 97% 3) 96% 4) 56%	Figures for each sub-indicator: 1) 100% 2) 98% 3) 98% 4) 62%				- 98% of drivers have completed the Council's safeguarding training, the remaining 2% of licence holders remain suspended and are not currently driving a licensed vehicle. - 98% of vehicles that require a camera by the end of Q2 have had one fitted (or made a commercial commitment to have one fitted). Enforcement action will continue to be taken in relation to the 2% that have not had a camera fitted (or made an arrangement to do so). - 62% of drivers have obtained the BTEC / NVQ qualification. Those drivers that have not yet made sufficient progress in relation to the obtaining the requirement will be identified and appropriate enforcement action taken in relation their failure to obtain the required qualification.
		3.A5 a)	Rotherham residents are satisfied with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live	Tracy Holmes, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>79%	✔	⬆️		79% June 2015 82% December 2015 satisfied or fairly satisfied	80% June 2016 satisfied or fairly satisfied		81% December 2016 satisfied or fairly satisfied				The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
		3.A5 b)	Rotherham residents are satisfied with their local area and borough as a place to live	b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	Tracy Holmes, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	>69%	✘	⬆️		69% June 2015 61% December 2015 very or fairly satisfied	62% June 2016 satisfied or fairly satisfied		66% December 2016 very or fairly satisfied				The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
		3.A6		Number of people borrowing books and other materials (Cumulative) (Priority measure)	Polly Hamilton - Regeneration and Environment	High	Quarterly	25,000	✘	⬇️		25,684	22,472	11,717	16,621	18,980			

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)					
									Overall status	DOT	Annual		Quarterly				Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016		Oct-16	Nov-16	Dec-16		
		3.A7	Create a rich and diverse cultural offer and thriving Town Centre	Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock - Regeneration and Environment	High	Quarterly	>23,699,399	✗	⬇️	Not available	23,699,399	5,641,296	5,898,148	5,492,033 (17,031,477 - Cumulative)				15/16 a baseline year, aggregate pedestrian flow measured from fixed cameras at All Saints Square, High Street, College Street and Centenary Market. A new Fixed Camera on Effingham Street went online Feb 2016 so suggest inclusion of that camera from 17/18. The target set for 16/17 is to maintain current Town Centre footfall in the face of recent projections of a downward trend. Footfall indicator completed for Q3 which shows a 5.6% decline on Q3 last year and a 6.87% decline compared to Q2 this year. The overall status and DOT is based on a comparison to data for the same period last year		
B. Streets, public realm and green spaces are clean and well maintained	Damien Wilson, Strategic Director Regeneration and Environment	3.B1	Deliver a cleaner, greener Rotherham 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)	Karen Hanson - Regeneration and Environment	Low	Quarterly	<5%	✓	⬆️	0%	0%	0%	0%	0%				Levels of Street Cleanliness are being maintained through the first 3 quarters and the Council is on target to achieve its outturn figure of <5% .		
		3.B2 (a)		Percentage of the principal road network in need of significant repair	Karen Hanson - Regeneration and Environment	Low	Annual	4%	■		3%	Not yet available								2015/16 Information from the Department for Transport used to measure and report performance against this measure is not currently available .	
		3.B2 (b)		% of the non-principal road networks in need of repair	Karen Hanson - Regeneration and Environment	Low	Annual	7%	■		6%	Not yet available									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
		3.B2 (c)		% of unclassified roads in need of repair (Priority Measure)	Karen Hanson - Regeneration and Environment	Low	Annual	<28%	✓	⬆️	24%	24%	23%	23%	23%						Nationally, the average condition achieved for this indicator is 18% (based on the latest 14/15 DfT data). It is recognised that this is currently unachievable and a realistic locally a target has been set at 28% with a programme of additional investment. This will be reviewed in 17/18 with a view to continued improvement. The Council has invested £5m over two years - 2015/17 - to prevent the deterioration of highways and to bring the condition of Rotherham's roads closer to the National Average. In addition, a further £10m of capital investment has been approved for a 2017 - 2020 programme of works. Improvement shown against Q3 for 15/16 (24%)
		3.B3(a)		Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions)	Karen Hanson - Regeneration and Environment	High	Quarterly	Baseline Year	□	⬆️	Not available - baseline year	Not available - baseline year	4	12	5						There is marked improvement in the current year around strengthened enforcement to tackle fly-tipping and other enviro-crime offences. Comparatively 3.B3(a) was cumulatively at 8 at the third quarter stage for 2015/16. The 2016/17 third quarter cumulative figure is 21. Whilst the current year's performance is a baseline measure, there is clear improvement across both measures.
		3.B3(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions)	Karen Hanson - Regeneration and Environment	High	Quarterly	Baseline Year	□	⬆️	Not available - baseline year	Not available - baseline year	14	7	164						Following approval of the 'Time for Action' approach to tackling environmental crime, options have been developed to ensure a significant increase in enforcement activity for environmental offences. Comparatively, the cumulative figures at the 3rd quarter stage for 15/16 were 34, at the quarter 3 stage for 16/17 the cumulative figure is 185.
		3.B4(a)		Following re inspection of grounds maintenance works achieve no more than 5% defective/not to standard works (Priority measure)	Karen Hanson - Regeneration and Environment	Low	Quarterly	<5%	✓	⬆️	0%	0%	0%	0%	0%						Performance is being maintained throughout the 1st 3 quarters and the Council is confident the end target of <5% will be achieved
		3.B4(b)		Number of grounds maintenance customer contacts	Karen Hanson - Regeneration and Environment	Low	Quarterly	<719	✓	⬆️	Not available	719	332	286	73						At Q3 we are below target, using 15/16 Q4 contacts as a guide we fully expect to meet this target.
		3.B5		Number of missed bins per 100,000 collections	Karen Hanson - Regeneration and Environment	Low	Quarterly	60	✓	⬆️	38.33	62.7	62.28	52.11 (57.17 -Year to Date)	38.21 (45.75 - YTD)						Quarter 3 has seen a welcomed reduction in the number of missed collections. This has been achieved through monitoring of crews weekly performance and weekly performance meetings to feedback situation to crews and drive improvement. Figure calculated using total number of recorded missed bins resisted on Bartech each quarter / by total number of potential collections per quarter - all black bin, blue box, blue bag, green Bin (when collections running) and clinical waste.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
									Overall status	DOT	Annual		Quarterly				Monthly		
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016		Oct-16	Nov-16	Dec-16
		3.B6	Ensure an efficient and effective waste and recycling service	% of waste sent for reuse (recycling and composting)	Karen Hanson - Regeneration and Environment	High	Quarterly	45%	✓	⬆️	40.02%	43.11%	Estimated Performance up to 30.6.16 = 50.34% Forecasted performance up to 31.3.17 = 44.99%	Performance (cumulative) up to 30.9.16 = 50.41% Forecasted performance up to 31.3.17 = 45.17%	Performance (cumulative) up to 31.12.16 = 47.28% Forecasted performance up to 31.3.17 = 45.1%				<p>The 45% target has been calculated using the performance of the PFI plant over 2015/16 and the 2015/16 performance rates from Kerbside, HWRC & Bring site recycling.</p> <p>Recycling currently above target due to expected "front loading" of Spring/Summer collected Garden waste. As this recycling isn't collected from November recycling performance will reduce over the course of the year, so forecasted 31.3.17 figure also supplied to give true reflection of anticipated year end performance. It is hoped the PFI waste treatment plant will continue improve its recovery of recycling over the year, that will help to meet the target.</p> <p>Q3 figures are estimated as performance figures from some of our waste treatment facilities have only been received for Oct & Nov so far. Dec's data will be received by the end of Jan (always comes a month later than month end as processors have to collate their data) but this is after this returns are required to be submitted by dpt.</p>

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Data available dependent upon the frequency of reporting							Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
									Overall status	DOT	Annual		Quarterly				Monthly		
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016		Oct-16	Nov-16	Dec-16
B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector	Anne Marie Lubanski, Strategic Director Adult Social Care and Housing (Commenced 8th August 2016).	4.B2	Implement the Housing Strategy 2016-2019 to provide high quality accommodation	% of stock that is non-decent (Priority measure)	Tom Bell - Adult Social Care and Housing	Low	Annual (interim quarterly data also available)	0.5%	✓	↻	0% (note Corporate Plan stated - 0.67%)	0% (note - Corporate Plan stated 1.3%)	1.30%	0.18%	0.13%				Of the 237 non-decent properties at year start, 211 have become decent. With the internal refurbishment programme running until the end of March 2017; the remaining 26 properties are scheduled for works on the internal refurbishment project over quarter 4 of 2016/17 programme. The full internal refurbishment project is schedule for delivery with this financial year with no properties expected to carry into the following financial year, as such the target of 0% non-decent properties forecasted for year end is forecast to be achieved.
		4.B3		Number of new social rented homes started in year	Tom Bell - Adult Social Care and Housing	High	Annual (interim quarterly data also available)	60	●	↻	49	77	46	4	2				No mechanisms are available to measure the number of new homes for rent being started in the borough but figures are available for completed properties. 2 new homes were provided for social rent in the 3 rd quarter of the year, 44 less than quarter 1 and 2 less than had been completed by the end of quarter 2. By the end of the quarter 52 new homes for rent have been delivered by the authority against an overall annual target of 60. Property completion notifications that will be received during the final quarter are expected to confirm the Council has achieved its target for this measure by the end of the year. The overall status of the action at the end of quarter 3 is rated as being Amber, meaning the year- end target will be achieved and DOT rated as worsening to reflect the position that performance between the 2 nd and 3 rd quarters had deteriorated.
		4.B4		Number of new affordable home ownership units started in year	Tom Bell - Adult Social Care and Housing	High	Annual	148	✗	↻	51	58	2	2	7				In future affordable home ownership will become the predominant tenure in affordable housing delivery. This is because the Government's "Starter Homes" agenda will replace rented affordable housing delivered through the planning system as S106 units. Additionally from 2016 the Affordable Homes Programme of grant funding will end. This will be replaced by the "Shared ownership & Affordable Homes Programme 2016 – 2021" (SOAHP)..
		4.B5(a)	Private rented housing – improving standards through selective licensing	% of eligible properties which have applied for a license, within Selective Licensing areas (Priority measure)	Karen Hanson - Regeneration and Environment	High	Monthly	95%	●	↻	Not available	87%	84%	91%	92%	91%	92%	93%	In Eastwood and Dinnington, more private rented properties were identified than had originally been estimated when the Council set its target for this measure using information from the 2011 census. Underestimating the number of properties resulted in significantly better performance than had been expected. For example by the end of quarter 2, 151% of properties in Eastwood had registered under the scheme. This inflated performance for the whole Selective Licensing Scheme. To compensate for this and in order to provide more accurate data the Council now caps performance across all Selective Licensing areas at 100%. Performance for the overall scheme at the end of the 3rd quarter is 92%, 1% higher than for quarter 2. The Council therefore is maintaining excellent progress delivering against this indicator and is confident the 95% year – end target will be achieved.
		4B5(b)		% of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority Measure)	Karen Hanson - Regeneration and Environment	High	Annual	70%	✓		Not available as not previously required	Not available as not previously required							86%

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Annual		Quarterly			Monthly			
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16
C. Adults supported to access learning improving their chances of securing or retaining employment	Ian Thomas, Strategic Director Children and Young People's Services	4.C1	Adults are supported and have access to learning opportunities	Increase the number of people aged 19+ supported through a learning programme	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	1,950 (target amended from 450 increase to the overall number expected)	■	➡	1,266 (figure amended to overall out-turn rather than increase of 289 in line with target)	1,500 (figure amended to overall out-turn rather than increase of 264 in line with target)						Learner enrolment targets for 16/17 have been revised in line with the changing focus of the Adult Education Budget with the overall target enrolments for 16/17 now 1,950.	
		4.C1 a)		Increase the % of people aged 19+ supported through a learning programme who have: a) Obtained a formal qualification	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	95%	■	➡	94%	95%							The majority of learners participating in accredited courses will not complete until later in the academic year. So far we have only had results for 10 learners. For those learners the success rate is 100%.
		4.C1 b)		Increase the % of people aged 19+ supported through a learning programme who have: b) Progressed/working towards another level	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	40%	■	➡	26%	41%							Most of the learners are still actively learning so the progression data for learners is not calculated until the end of the academic year.
		4.C1 c)		Increase the % of people aged 19+ supported through a learning programme who have: c) Obtained or got a better job	Karen Borthwick - CYPS	high	Annual (academic year from September to July)	20%	■	➡	12%	13%							Most of the learners are still actively learning so the progression data regarding employment is not calculated until the end of the academic year.
		4.C2		Increase the number of people working towards an English for Speakers of Other Languages (ESOL) accredited qualification	Strategic Director CYPS	High	Annual (academic year from September to July)	50	■	➡	70	67							

Corporate Priority 5 – A modern, efficient Council

Key	Overall status (relevant to target)			
		Measure progressing above or in line with target set		Measure under development (e.g. awaiting data collection or target-setting)
		Measure progress has been satisfactory but is not fully reaching target set		Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)
		Measure has not progressed in accordance with target set		Measure information not yet available (e.g. due to infrequency or timing of information/data)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
											Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16	
A. Maximised use of assets and resources and services demonstrate value for money	Judith Badger, Strategic Director Finance and Customer Services	5.A1	Maximising the local revenues available to fund council services	% Council Tax collected in the current financial year	Stuart Booth - Finance and Customer Services	High	Monthly	97% (Top Quartile Met Authorities)			97.2%	97.3%	27.7%	54.3%	80.8%	63.2%	72.1%	80.8%	Performance is measured at the end of each month. The Met Council average for 15/16 was 95.4%, had Rotherham performed at the Met average it would have collected £1.976 million less from last year's Council Tax. The overall rating and DoT rating is based on a comparison against last years performance. Performance is 80.83% which is 0.27% down on the same as the same time the previous year when it was 81.1%. It is expected that the target of 97% will be achieved by the year end although collection performance will need to be carefully managed over the next quarter in order that this is achieved.	
		5.A2		Cumulative Council Tax arrears per property	Stuart Booth - Finance and Customer Services	Low	Annual (interim quarterly and monthly data also available)	£109.22 (Top Quartile Met Authorities)			£66.98	£68.12	£58.59	£51.06	£46.07	£49.26	£47.55	£46.07	For 15/16 we were the third best Met Council with £68.12 per property. The Met Council average for 15/16 was £148.58. Had Rotherham performed at Met average we would currently have an additional £9.3million outstanding arrears. We currently have 45p lower arrears per property compared with the same time last year when they were £46.52 and it is expected that the target will be achieved by the year end. The overall rating and DoT rating is based on a comparison against last years performance.	
		5.A3		% non-domestic (business) rates collected in the current financial year	Stuart Booth - Finance and Customer Services	High	Monthly	98% (Top Quartile Metropolitan Authorities)			98.3%	98.1%	28.4%	54.9%	81.7%	64.1%	73.1%	81.7%	Performance is measured at the end of each month. For Non Domestic Rates in 15/16 we were 8th highest Met (out of 36) with 98.1%. The Met Council average for 15/16 was 97.1%, had Rotherham performed at the Met average it would have collected £680k less from last year's Non Domestic Rates (49% of this is our share so £326,000). Performance of 81.65% is 0.45% up on the same time the previous year when it was 81.2%. It is expected that the target of 98% will be achieved by the year end. The overall rating and DoT rating is based on a comparison against last years performance.	
B. Effective governance arrangements and decision making processes are in place	Shokat Lal, Assistant Chief Executive	5.B1	Establishing and working to a new Local Code of Corporate Governance, encompassing: • Risk management • Information governance (including FOI/DSA) • Business continuity • Internal audit • Emergency planning	Fit for purpose Annual Governance Statement 2016/17 (Priority measure)	Simon Dennis - Assistant Chief Executive's Directorate	n/a	Annual	Improved Annual Governance Statement in 2016/17			Qualified Conclusion reached	Qualified Conclusion reached							The final 2015/16 AGS was published on 30 September 2016. This includes an overall qualified conclusion on the Council's governance arrangements. Work to draw together the 2016/17 AGS will commence in early 2017. Additionally, arrangements are in place for establishing a new Local Code of Corporate Governance early in 2017.	
		5.B2		The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	% of scrutiny recommendations which are accepted and implemented	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	80%			Not available - not previously been required	Not available - not previously been required	0	0	0				To 31st December, no formal Scrutiny recommendations had been made to Cabinet, so no data is available.
		5.B3			Number of pre-scrutiny recommendations adopted	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	60%			Not available - not previously been required	Not available - not previously been required	Not available	100%	100%				Pre-decision scrutiny process commenced in July 2016. Recommendations were made for the Cabinet and Commissioner Decision Making Meetings in September, October, November and December and were accepted. It is worth noting that pre-decision scrutiny has resulted in additional recommendations and supporting existing recommendations, rather than any substantial changes to proposals.
		5.C1 a)		a) Total number of complaints received by the Council	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable			692	695	205	271	275	101	93	81	Decrease in the number of complaints received in December. This is in line with year on year trends. The number received in the Quarter is slightly increased.	

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Data available dependent upon the frequency of reporting						Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
											Annual		Quarterly			Monthly				
											Year end 2014/15	Year end 2015/16	Q1 Apr - Jun 2016	Q2 Jul - Sep 2016	Q3 Oct - Dec 2016	Oct-16		Nov-16	Dec-16	
C. Staff listen and are responsive to customers to understand and relate to their needs	Shokat Lal, Assistant Chief Executive	5.C1 b)	treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	b) % of complaints closed and within timescale (cumulative)	Justin Homer - Assistant Chief Executive's Directorate	High	Monthly	85%	✓	↻	82%	80%	79%	82%	86%	87%	85%	86%	Performance but remains above target, Performance measures in Regeneration & Environment have worked.	
		5.C2		Number of compliments received	Justin Homer - Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable	□		604	603	183	168	226	69	78	79	Month on month increase in the number received. All Directorates continue to be reminded to report all received. Significant improvement Q2-Q3.	
		5.C3	Resident satisfaction - 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	Tracy Holmes, Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	>55%	✗	↻		55% June 2015 and 54% December 2015 very or fairly satisfied	50% June 2016 very or fairly satisfied		50% December 2016 very or fairly satisfied					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	Tracy Holmes, Assistant Chief Executive's Directorate	High - great or moderate extent	6 monthly	>41%	✓	↻		41% June 2015 and 45% December 2015 great or moderate extent	44% June 2016 great or moderate extent		49% December 2016 great or moderate extent					The LGA polling on resident satisfaction is conducted on a 6 monthly basis and was requested by the Commissioners.
	Judith Badger, Strategic Director Finance and Customer Services	5.C5 a)	Enable customers to be active and interact with the Council in an efficient way, accessing more services online	% of transactions a) online	Luke Sayers - Finance and Customer Services	High	6 monthly	>36%	●	↻	24%	36%		36%						6 monthly measure only
		5.C5 b)		% of transactions b) face to face customers	Luke Sayers - Finance and Customer Services	Low	6 monthly	<6%	●	↻	9%	6%		6%						6 monthly measure only
		5.C5 c)		% of transactions c) telephony customers	Luke Sayers - Finance and Customer Services	Low	6 monthly	<58%	●	↻	67%	58%		58%						6 monthly measure only
	D. Effective members, workforce and organisational culture	Shokat Lal, Assistant Chief Executive	5.D1	Staff and managers have an opportunity to reflect on performance , agree future objectives and are aware of how they contribute to the overall vision	% PDR completion	Tracey Parkin, Assistant Chief Executive's Directorate	High	Annual	95%	✓	↻	61%	96%	94.5%	96%	96%				Achievement at 96% against 95% target. Target for 2017/18 will be agreed as part of lessons learned in autumn.
			5.D2	Sickness is managed and staff wellbeing supported	Days lost per FTE (Priority measure)	Ian Henderson, Assistant Chief Executive's Directorate	Low	Monthly	10.2	✗	↻	10.9 days (excluding schools)	10.43 Days (excluding schools)	11.10 days (excluding schools)	10.71 days (excluding schools)	10.70 days (excluding schools)	10.69 days (excluding schools)	10.84 days (excluding schools)	10.70 days (excluding schools)	Sickness figure is an annualised projection based on performance to date and historic profiles. Targeted intervention measures are currently being applied and further work is being undertaken to refresh management processes and target specific issues. Sub group of Health, Safety & Wellbeing Committee focusing on sickness management.
5.D3			Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost (Priority measure)	Ian Henderson, Assistant Chief Executive's Directorate	Low	Monthly	10% reduction	✗	↻	£2.8m	£6.8m	£2,263 (+33%)	£4,859 (+43%)	£7,335 (+43%)	£5,755 (+43%)	£6,534 (+43%)	£7,335 (+43%)	DoT is based on projected annual expenditure against last years actual. Classification of certain consultancy expenditure now as agency may be distorting annual projections. Workforce Management Board to monitor cost and approve any further expenditure.	
5.D4			Members are able to fulfil their roles as effective community leaders	% members receive a personal development interview leading to a structured learning and development plan	James McLaughlin, Assistant Chief Executive's Directorate	High	Annual	85%	■			80%								Annual measure. Too early in the municipal year to assess progress.

Local Government Association Residents' Satisfaction Survey

The Local Government Association's (LGA) residents' satisfaction survey is an opportunity to understand how the public perceive the Council on a number of key areas including trust, confidence and value for money.

In December 2016, the LGA carried out its fourth satisfaction survey with residents who live in Rotherham. The report makes comparisons to the previous three surveys undertaken from June 2015 and to national results where questions are the same. The survey is undertaken every six months.

Comparing figures to the first poll undertaken in June 2015, there are two significant statistical improvements. Firstly, 50% of respondents stated that they trust the Council, 8% higher than when first polled. Secondly, resident confidence in the Council has also increased by eight percentage points since June 2015 - now 49%.

In total, every question has seen a percentage rise since the last survey undertaken in June 2016 and over the course of all four polls there has been a steady improvement.

When turning to satisfaction with their local area, there was little difference between Rotherham residents (81% who were satisfied with their local area as a place to live) and the national average (83%) Since June 2015, this is a slight improvement. When respondents were asked, all things considered, how dissatisfied or satisfied they were with Rotherham as a place to live, 66% said overall they were satisfied. This is an increase of four percentage points since the last poll but has slightly decreased over the course of the four surveys, the only survey result to do so.

48% of those questioned said the Council keeps residents very or fairly well informed about the benefits and services it provides. In comparison to the national average, it is 18 points lower. The picture is similar for Council responsiveness where 48% were satisfied compared to 62% nationally. However, both of these local figures have increased from starting positions of 44% in 2015.

Overall satisfaction with how the Council runs things has improved 5% since the last poll but has remained stable over the four surveys at around 55%. An encouraging aspect of this is that those responders who are very dissatisfied have reduced in numbers from 15% to 11%.

Meanwhile residents who agree that the Council provides value for money has risen slightly to 41% and is the highest result for this question across the four polls. The figure is 8% lower than the national average.

Within the survey, there is a section where Rotherham's results are compared against those councils who used similar sets of questions. For a detailed breakdown of results and a copy of the questions set for the survey, please go to:

http://www.rotherham.gov.uk/downloads/download/250/lga_resident_satisfaction_survey

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APPENDIX D

RESPONSIBILITY GRID (Revised September 2016) Members/Commissioners Decision-making from 15th February 2016 For return of certain functions from 15th February 2016 as follows:

Function/service	Portfolio holder	Commissioner (Lead advice)	Lead Officer/s
<ul style="list-style-type: none"> • Education • 14 – 19s • School admissions and appeals • Integrated youth services 	Councillor Watson (Deputy Leader)	Commissioner Bradwell	Ian Thomas, Strategic Director of Children & Young People’s Services
<ul style="list-style-type: none"> • Public Health 	Cllr Roche (Adult Social Care & Health)	Commissioner Ney	Terri Roche, Director of Public Health
<ul style="list-style-type: none"> • Planning and transportation policy • Building Regulation • Car Parking 	Councillor Lelliott (Jobs and the Local Economy)	Commissioner Ney	Damien Wilson, Strategic Director of Regeneration & Environment
<ul style="list-style-type: none"> • Overall budget responsibility • Corporate communications • Corporate policy • Policy arising from Sheffield City Region 	Councillor Read (Leader)	Commissioner Myers (Budget; Corporate communications and policy) Commissioner Kenny (Policy arising from Sheffield City Region)	Sharon Kemp, Chief Executive (Budget, policy arising from Sheffield City Region) Shokat Lal, Assistant Chief Executive (Corporate communications, Corporate policy)

Function/service	Portfolio holder	Commissioner (Lead advice)	Lead Officer/s
<ul style="list-style-type: none"> • Drainage • Business regulation and enforcement (not licensing) • Highways maintenance (including street lighting) 	Councillor Hoddinott (Waste, Roads & Community Safety)	Commissioner Ney	Damien Wilson, Strategic Director of Regeneration & Environment
<ul style="list-style-type: none"> • Area Assemblies and neighbourhood working • Voluntary and Community Sector • Customer and cultural services, libraries, arts, customer services and welfare programmes • Leisure services • Events in parks • Green spaces 	Councillor Yasseen (Neighbourhood Working & Cultural Services)	<p>Commissioner Myers (<i>Area Assemblies and Neighbourhood Development</i>)</p> <p>Commissioner Kenny (<i>Voluntary and Community Sector, Customer and Cultural Services, Libraries, Arts, Customer Services and Welfare Programmes, Leisure Services, Events in Parks, Green Spaces</i>)</p>	<p>Damien Wilson, Strategic Director of Regeneration & Environment (<i>Cultural services, libraries and arts, leisure services, events in parks, green spaces</i>)</p> <p>Anne Marie Lubanski, Strategic Director of Adult Care & Housing (<i>Area Assemblies and neighbourhood development</i>)</p> <p>Shokat Lal, Assistant Chief Executive (<i>Voluntary and community sector</i>)</p> <p>Judith Badger, Strategic Director for Finance & Customer Services (<i>Customer services and Welfare Programmes</i>)</p>

Function/service	Portfolio holder	Commissioner (Lead advice)	Lead Officer/s
<ul style="list-style-type: none"> Financial services, including revenues and benefits (not including audit) Emergency planning Equalities Legal services Democratic services ICT Procurement Budget control in these areas, and budget planning 	Councillor Alam (Corporate Services and Finance)	<p>Commissioner Myers <i>(Financial Services, Equalities, Legal Services, Democratic Services, ICT, Procurement, Budget Control)</i></p> <p>Commissioner Ney <i>(Emergency Planning)</i></p>	<p>Judith Badger, Strategic Director of Finance and Customer Services <i>(Financial services, including revenues and benefits, budget control, ICT, procurement)</i></p> <p>Dermot Pearson, Assistant Director for Legal Services <i>(Legal Services)</i></p> <p>Damien Wilson, Strategic Director of Regeneration & Environment <i>(Emergency Planning)</i></p> <p>Shokal Lal, Assistant Chief Executive <i>(Democratic Services and Equalities)</i></p>
<ul style="list-style-type: none"> Housing 	Councillor Beck (Housing)	Commissioner Myers	Anne Marie Lubanski, Strategic Director for Adult Care and Housing

Functions / services to be retained by Commissioners:

Responsibility	Commissioner	Advisory Cabinet Member Lead	Lead Officer/s
<ul style="list-style-type: none"> Economic Growth Town Centres 	Commissioner Kenny	Councillor Lelliott	Damien Wilson, Strategic Director of Regeneration & Environment
<ul style="list-style-type: none"> External partnerships 	Commissioner Kenny	Councillor Read/Councillor Yasseen	Shokat Lal, Assistant Chief Executive
<ul style="list-style-type: none"> Children's Safeguarding and all other children's social care services Youth Offending 	Commissioner Bradwell	Councillor Watson	Ian Thomas, Strategic Director of Children and Young People's Services
<ul style="list-style-type: none"> The licensing function and licensing policy Community Safety 	Commissioner Ney	Councillor Hoddinott	Damien Wilson, Strategic Director of Regeneration & Environment
<ul style="list-style-type: none"> Adult social care and the Council's partnership with the NHS 	Commissioner Myers	Councillor Roche	Anne Marie Lubanski, Strategic Director of Adult Care and Housing
<ul style="list-style-type: none"> Asset Management 	Commissioner Kenny	Councillor Lelliott/Councillor Beck	Damien Wilson, Strategic Director of Regeneration & Environment
<ul style="list-style-type: none"> Performance Management 	Commissioner Myers	Councillor Alam	Shokat Lal, Assistant Chief Executive

Responsibility	Commissioner	Advisory Cabinet Member Lead	Lead Officer/s
<ul style="list-style-type: none"> • Human Resources 	Commissioner Ney	Councillor Alam	Shokat Lal, Assistant Chief Executive
<ul style="list-style-type: none"> • Waste Collection • Grounds Maintenance 	Commissioner Ney	Councillor Hoddinott	Damien Wilson, Strategic Director of Regeneration & Environment
<ul style="list-style-type: none"> • Audit 	Commissioner Myers	Councillor Alam	Judith Badger, Strategic Director of Finance and Customer Services
<ul style="list-style-type: none"> • Complaints and formal requests for the Commissioners' Office 	Commissioner Myers	N/A	N/A

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APPENDIX E

Record of Decisions undertaken by Commissioner Sir Derek Myers

Matters for Consideration	Date of Meeting
<p>Adult Mental Health Strategy To approve the interim Mental Health Strategy for Adults and the development of an implementation plan.</p>	<p>10th October, 2016 (Cabinet/Commissioners)</p>
<p>Development of the Rotherham Autism Strategy To approve the development of an All Age Autism Strategy for Rotherham as a joint Strategy for the Council and the Rotherham Clinical Commissioning Group.</p>	<p>10th October, 2016 (Cabinet/Commissioners)</p>
<p>Learning Disability Commissioning – Shaping the Future To approve the implementation of a strategic approach to the commissioning and delivery of services for people with Learning Disabilities and provision of grant to Speak-Up self-advocacy group</p>	<p>10th October, 2016 (Cabinet/Commissioners)</p>
<p>Healthwatch Rotherham Service – Exemption from Standing Orders To approve the awarding of the contract to Healthwatch Rotherham for a 2 year period from 1st April, 2017.</p>	<p>10th October, 2016 (Cabinet/Commissioners)</p>
<p>The Future of Maltby Hall Infant School To approve the demolition of Maltby Hall Infant School and the removal of waste therefrom.</p>	<p>10th October, 2016 (Cabinet/Commissioners)</p>
<p>Bassingthorpe Farm: Proposed Disposal of Land forming part of Bassingthorpe Farm Housing Allocation To approve the disposal of land owned by the Council forming part of the Bassingthorpe housing allocation as part of the Council’s commitment to deliver more homes in the Borough.</p>	<p>14th November, 2016 (Cabinet/Commissioners)</p>
<p>Corporate Plan 2016-17 Quarter 2 Performance To receive a summary of the overall position and direction of travel in relation to performance and the 2016/17 performance reporting timetable.</p>	<p>14th November, 2016 (Cabinet/Commissioners)</p>

<p>Day Care and Transport Charges To approve the proposed increase in charges for Day and transport.</p>	<p>14th November, 2016 (Cabinet/Commissioners)</p>
<p>Consultation on the Modernisation of the Learning Disability Offer and the Future of In-House Services for Adults with a Learning Disability and/or Autism To approve the commencement of consultation on the reconfiguration of the Learning Disability Service including options for the future of in-house services.</p>	<p>14th November, 2016 (Cabinet/Commissioners)</p>
<p>Representatives on Outside Bodies To approve the amendments to the nomination to Outside Bodies as part of the 2016/17 Municipal Year.</p>	<p>6th December, 2016</p>
<p>Capital Programme – Operational Property Maintenance Programme 2016-17 To consider the proposed property conditional maintenance programme.</p>	<p>12th December, 2016 (Cabinet/Commissioners)</p>
<p>Boston Park Reservoir To approve the transfer of land at Boston Park to Yorkshire Water to allow the building of a new service reservoir.</p>	<p>12th December, 2016 (Cabinet/Commissioners)</p>
<p>Barkers Park Changing Facility To approve the inclusion of the scheme in the Capital Programme.</p>	<p>12th December, 2016 (Cabinet/Commissioners)</p>
<p>Asset Transfer Lease – Station Road To approve the rescinding of previous Cabinet approval (24th September, 2016) and grant an Asset Transfer Lease to Shiloh.</p>	<p>12th December, 2016 (Cabinet/Commissioners)</p>
<p>Re-tendering of Kerbside Collected Recycled Material Contracts To approve the commencement of procurement activity and award of a one year contract(s) aligned to the current service specification for both blue bag and blue box recycled materials with both contracts ending on 31st July, 2018.</p>	<p>12th December, 2016 (Cabinet/Commissioners)</p>
<p>Caring Together – The Rotherham Carers’ Strategy To consider endorsement of the Rotherham Carers’ Strategy 2016-2021 for approval by Rotherham Partnership and the Health and Wellbeing Board.</p>	<p>9th January, 2017 (Cabinet/Commissioners)</p>
<p>Enhanced Environmental Crime and Parking Enforcement To explore options and the feasibility of a shared service with Doncaster Metropolitan Borough Council and utilising existing contracts to deliver enhanced environmental crime and parking enforcement in Rotherham.</p>	<p>9th January, 2017 (Cabinet/Commissioners)</p>

Record of Decisions undertaken by Commissioner Patricia Bradwell

Matters for Consideration	Date of Meeting
<p>Outcome of the consultation on the proposal for a planned closure of ‘Silverwood’ and ‘Cherry Tree House’ Children’s Residential Care Homes To approve the planned closure of both children’s homes by December 2016, as well as a service review about foster placements for vulnerable children and young people.</p>	<p>12th September, 2016 (Cabinet/Commissioners)</p>
<p>Outcome of Consultation and Proposed Foster Carers Payment Scheme, Support and Development To approve the foster carers’ payment scheme, the amended policy, support and training and the monitoring of recruitment of additional foster carers. To consider possible Council Tax reductions for registered foster carers.</p>	<p>12th September, 2016 (Cabinet/Commissioners)</p>
<p>National Transfer Scheme for Unaccompanied Asylum Seeking Children (UASC) To approve the proposed voluntary arrangements to discharge the Council’s statutory duties for the dispersal of UASC through a regional scheme.</p>	<p>10th October, 2016 (Cabinet/Commissioners)</p>
<p>The Implementation of the Regional Adoption Agency (RAA) To receive a summary of the progress and work completed to date.</p>	<p>14th November, 2016 (Cabinet/Commissioners)</p>

Record of Decisions undertaken by Commissioner Julie Kenny

Matters for Consideration	Date of Meeting
<p>Capital Programme – Operational Property Investment Programme 2016/17 to 2020/21 To approve 6 capital building investment schemes to maintain operational properties that had been identified as urgent by the Corporate Property Unit to help mitigate known operational risks.</p>	10th October, 2016 (Cabinet/ Commissioners)
<p>Town Centre Regeneration – Strategic Acquisition of Forge Island To approve the purchase of Forge Island.</p>	10th October, 2016 (Cabinet/ Commissioners)
<p>The Rowan Centre – Lease of the Woodland Room To approve the Council entering into negotiations with the Wickersley Partnership Trust to take on a 10 year lease of the Woodland Room with an option to break after 5 years.</p>	10th October, 2016 (Cabinet/ Commissioners)
<p>Disposal of Land off Upper Wortley Road, Grange Park, Kimberworth To approve the disposal of the Council’s freehold interest in the land at Grange Park currently leased to the Rotherham Golf Academy.</p>	10th October, 2016 (Cabinet/ Commissioners)
<p>Town Centre Regeneration – Strategic Acquisition of Units at Riverside Precinct To approve the acquisition of the remaining interests in the properties forming part of the Riverside Precinct to assist in the redevelopment of Forge Island.</p>	14th November, 2016 (Cabinet/ Commissioners)
<p>All Saints Toilets – Review of Service Provision To consider the consultation undertaken on alternative options with users and businesses regarding the future provision of public toilets.</p>	14th November, 2016 (Cabinet/ Commissioners)
<p>Delivery of the Holmes Tail Goit Pumping Station To consider information regarding flood risk and the works required prior to the development of the New York football stadium and the commitment in the Council’s approved Capital Programme.</p>	14 th November, 2016 (Cabinet/ Commissioners)
<p>Purchase of the Advanced Manufacturing Park Technology Centre (AMPTC) To consider the purchase of the AMPTC, subject to secure funding from the Sheffield City Region.</p>	9 th January, 2017 (Cabinet/ Commissioners)
<p>Application to introduce a permanent market at the Old Town Hall To consider an application to operate a permanent market within the Old Town Hall.</p>	9 th January, 2017 (Cabinet/ Commissioners)

Record of Decisions undertaken by Commissioner Mary Ney

Matters for consideration	Date of meeting
<p>Commissioning and Procurement of Care and Support Services To approve that care and support services for adults with complex needs and disabilities should be subject to competitive tender and the contracts are to operate for three years from April 2017 to March 2020.</p>	<p>12th September, 2016 (Cabinet/ Commissioners)</p>
<p>Corporate Plan 2016/17 Quarter 1 Performance To receive a summary of the overall position and direction of travel in relation to performance and the 2016/17 performance reporting timetable.</p>	<p>12th September, 2016 (Cabinet/ Commissioners)</p>
<p>Future Options for Enforcement Services To approve proposals to provide strategic focus to the Council's approach to enforcement activity and a work programme to take actions forward.</p>	<p>12th September, 2016 (Cabinet/ Commissioners)</p>
<p>Hackney Carriage and Private Hire Licensing 11 hearings dealt with 54 cases as shown on the attached schedule</p>	<p>1st August, 2016 15th August, 2016 16th August, 2016 12th September, 2016 3rd October, 2016 21st November, 2016</p>
<p>Licensing matters</p> <p>RMBC Taxi Licensing Policy – Implementation and Progress Meeting with Advisory Licensing Board</p> <p>House to House Collection Permit Case Hearing Meeting</p> <p>Licensing Act 2003 Decisions Case Hearing Meeting (Licensing Act 2003) Meeting to consider an application for variation to a premises' licence – approved variation.</p>	<p>26th September, 2016</p> <p>15th August, 2016</p> <p>1st September, 2016</p>

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APPENDIX F

COMMISSIONER MARY NEY – LICENSING DECISIONS PRIVATE HIRE AND HACKNEY CARRIAGE 2015

Meeting Date 2015	Taxi Cases Listed	Did not attend	Defer	Licence Granted	Licence Refused	No action	Suspend Temporarily	Revoke Licence	Warnings Issued
27 March 2015	11	1	1	2	5	-	1	2	-
29 April	8	1	1	1	5	-	-	1	-
3 June	7	-	-	1	5	-	-	1	-
24 August	4	-	-	-	-	-	2	2	-
1 September	7	1	1	3	-	-	2	1	-
14 September	5	1	2	2	1	-	-	-	-
21 September	9	1	1	3	5	-	-	-	-
28 September	7	1	2	-	1	1	-	2	1
8 October	1	-	1	-	-	-	-	-	-
12 October	8	1	-	-	-	1	-	5	1
13 October	8	1	-	1	-	1	-	5	-
19 October	8	3	3	-	-	2	-	3	-
27 October	8	1	1	-	2	2	-	3	-
3 November	4	1	1	-	-	1	-	2	-
23 November	6	-	1	-	2	1	-	1	1
30 November 2015	5	-	-	1	1	-	-	3	-
TOTAL	106	13	15	14	27	9	5	31	3

LICENSING ACT 2003 DECISIONS

14 September 2015 – after an application from the South Yorkshire Police, the expedited premises' licence review resulted in various interim measures being approved

8 October 2015 – full premises' licence review resulted in the removal of the designated premises supervisor

20 October 2015 – approval of additional conditions for a premises' licence, after review of the licence

HOUSE TO HOUSE COLLECTION PERMITS

2015 9 applications granted and one refused

PRIVATE HIRE AND HACKNEY CARRIAGE

2016

Meeting Date 2016	Taxi Cases Listed	Did not attend	Defer	Licence Granted	Licence Refused	No action	Suspend Temporarily	Revoke Licence	Warnings Issued
11 January 2016	4	-	-	-	-	1	2	1	-
13 January	4	2	2	-	-	2	-	-	-
20 January	5	-	1	1	-	1	-	1	1
25 January	5	-	-	1	3	-	-	1	-
1 February	4	-	2	2	-	-	-	-	-
3 March	4	-	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	1	-	-
1 August	1	-	-	-	-	-	-	1	-
15 August	5	1	2	-	1	-	2	-	2
16 August	8	2	2	3	2	-	1	-	-
12 September	3	1	1	-	1	1	-	-	-
3 October	7	2	2	-	4	-	-	1	-
21 November 2016	5	-	-	1	4	-	-	-	-
TOTAL	80	14	20	15	22	9	6	7	3

LICENSING ACT 2003 DECISIONS

8 February 2016 – meeting to consider an application for variation to a premises’ licence - the variation to the licence was approved.

1 September 2016 – meeting to consider an application for variation to a premises’ licence - the variation to the licence was approved

HOUSE TO HOUSE COLLECTION PERMITS

2016 one application refused and one deferred pending receipt of further information

APPENDIX G

COST OF COMMISSIONERS

Cost of Commissioners (February 2015 to December 2016)

Cost / Saving	£
Commissioners Fees	647,828.53
Commissioners Expenses - Hotels & Travel	45,340.56
Commissioner's National Insurance	81,937.36
Commissioner Support	217,040.94
Sub Total	992,147.39
<u>Less:</u>	
Budgeted Funding for Chief Executive (2015/16)	-187,575.16
Costs avoided reduced Allowance payments to Cabinet Members	- 108,752.47
Net Cost for 22 month period	695,819.76

Note: There will be costs paid January onwards that will relate to the period February 2015 - December 2016 which are not included in these figures.

During the last two years the Commissioners have secured additional Government funding of £5.169m for the Council and have also engaged the professional expertise of the Local Government Association (LGA) to support the Council at no additional cost. This support includes Peer Reviews into the health of Council services including; planning, transport, culture & sport, housing, performance and commissioning. LGA support has also facilitated the mentoring and development of Elected Members, including opposition members, and a review and improvement to the scrutiny process.

Commissioners' days worked (26 February 2015 – 25 February 2016)

Commissioner	Number of allocated days for the period	Days worked	Unutilised/unpaid days
Sir Derek Myers		123.0	
Mary Ney		96.5	
Malcolm Newsam		134.5	
Patricia Bradwell		0	
Julie Kenny		93.0	
TOTAL	510	447.0	63

Commissioners' days worked (26 February 2016 – 31 December 2016) – 10 month period

Commissioner	Number of allocated days for the period	Days worked	Remaining days
Sir Derek Myers		54.5	
Mary Ney		59.5	
Malcolm Newsam		26.5	
Patricia Bradwell		39.0	
Julie Kenny		43.0	
TOTAL	275	222.5	52.5

For the period up to 31 December 2016 Commissioners have the unutilised days above available (52.5) plus the remaining 2 months allocation for the period January – 25 February 2017 (55). A total number of 107.5 days available.

Under the terms of Directions from Government, a maximum of 840 days are allocated between the Commissioners for the 24 month period (February 2015 to February 2017). In October 2015, the Department for Communities and Local Government agreed to a formal request to redistribute and pool the allocated days, without increasing the overall number.

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Saqeer Hussain (31), of Clough Road — 19 years for four counts of rape and one of indecent assault
Dashaqat Hussain (40), already in custody for child sex offences — seven years for indecent assault
Mohammed Waleed (30), of Peabody Lane, Kimberworth — five years for aiding and abetting rape
Araf Ali (31), of Clough Road — 12 years for rape
Ihtisam Khalid (30), of Carlisle Street — 17 years for rape and three counts of indecent assault



Waleed Ali (34), of Clough Road — 13 years for rape and indecent assault
Masoud Malik (32), of Bridgewater Way — 16 years for rape, false imprisonment and conspiracy to commit indecent assault
Nasim Rafiq (33), of Clarendon Road, Eastwood — eight years, conspiracy to commit indecent assault and false imprisonment

Vindication...at last

Victims were 'brave beyond measure' in facing court and giving evidence, says the judge

JUDGE Sarah Wright outlined the horrific impact of the sex abuse gang as she jailed them for a total of 96 years.

Addressing the men at Sheffield Crown Court, she said: "The childhood and adolescence of each of the victims can never be reclaimed."

"Each has suffered severe psychological harm. They continue, and will continue to suffer considerable trauma throughout their lives as a result of your actions."

The judge praised each of the three victims for their courage in giving evidence.

She said her own staff suffers daily panic attacks and has been left with angry disorders, broken with friendship, relationships and a diagnosis of post-traumatic stress disorder.

Judge Wright (left) told the men: "The extreme damage you have caused is not made at all the more impressive that she has had the courage to bring her own story out into the open."

"Her courage and strength in doing that should in no way detract from acknowledging the extreme damage she has suffered as a result of your offending, the dignity and history in the grave offences in this courtroom was palpable."

The central victim, known as Amy, said she often felt she had not achieved anything in life and would not see her children at school, on holidays with friends and picking out universities.

"How are things I should have done," she said "I don't know what it is to be a teenager. I don't have moments to look back on and laugh."

The survivor said seeing her abusers in the courtroom should not have been something she had to live with. The sentences will bring some closure, she added, saying, "I will continue to live with the consequences of their actions and how they should live."

Another victim said her severe psychological harm had impacted on her relationships, parenting style and trust in "other people".

"The third victim still suffered headaches and had been diagnosed with depression," the court was told.

"She has only this year felt strong enough to be able to speak about her experience," Judge Wright said.

The judge praised the victims for their "heroic beyond measure" in coming forward and bravely exposing the abuse and facing intrusive questioning.

"It was readily apparent that the real motive for each of them was a desire to bring the issue of child sexual exploitation into the public domain, to help to protect other girls in the future and to try to move on with their lives," she said.



ADELE FORREST
at Sheffield Crown Court

Child sex abuse eight locked up for 96 years

Children & Young People Now

Rebuilding Rotherham

CYP Now leads the way in working in multi-agency responses to the CSE revolution

81 YRS FOR SEX GANG



'VILE' ABUSERS BEHIND BARS AT LAST: From left: Basharlat Dad was sentenced to 20 years; Nasar Dad 14.5 years; Matloob Hussain 13 years; Mohammed Sadiq 13 years; Amjad Ali 11 years; Tayab Dad 10 years

Victim: 'I lost my childhood at hands of these men'

JUSTICE finally caught up with six men who sexually abused two "naive and vulnerable" young girls when they were jailed for a total of 81 years yesterday.

Three brothers and three other men are starting prison terms today for 19 "vile" offences, including rape and false imprisonment, committed more than a decade ago.

One of the girls — made pregnant by one of her abusers — said she had lost her childhood to the men after being drawn into "a world of fear, rape and horrific abuse".

by ADELE FORREST
at Sheffield Crown Court

When the sentences were passed down, there was a shout of "justice" from one of the victims, while two defendants shouted the Muslim creed "Allahu Akbar".

Brothers Basharlat Dad (32) of Eldon Road, Eastwood, Nasar Dad (36) of Cranworth Road, Eastwood, and Tayab Dad (34) of St Lawrence Road, Tinsley, were convicted last Wednesday of 16 offences between them.

Basharat was jailed for 20 years after being convicted of six counts of

rape, five of indecent assault and one of false imprisonment.

Nasar was jailed for 14 years and six months for one count of rape, inciting indecency with a child and false imprisonment and Tayab will spend ten years behind bars for rape.

Matloob Hussain (42), of Doncaster Road, Thrybergh, and Mohammed Sadiq (40), of Oxley Grove, Broom, were both found guilty of sexual intercourse with a girl under 13. They were both jailed for 13 years.

Amjad Ali (38), of Worktop, admitted before the trial to sexual intercourse with a girl under 13. He was jailed for 11 years.

The two girls were aged 12 to 14 when they were abused at a flat in East-

wood between 1999 and 2001. They had been groomed with alcohol and drugs, mainly by Basharlat Dad.

The younger victim, referred to as Girl A, said in a victim impact statement read by prosecutor Miss Sophie Drake that she would carry the emotional scars for the rest of her life.

Girl A said she was raped by both Basharlat and Nasar Dad in a flat at Fitzwilliam Road, was made to feel "like a prostitute" and then left locked in for two days, before her desperate mum broke in and took her home.

Takeaway driver Hussain sexually abused her after taking her on deliveries with him, and she was also abused by Sadiq at his family home.

The other woman, known as Girl B,

told the jury how Basharlat Dad would persistently ask her for sex when she was 13 or 14 while plying her with drugs and alcohol to lower her inhibitions and went on to have sex with her a few times a week.

His brother Tayab raped her at the Eastwood flat when she was 14 after pestering her to have sex to "cheer him up".

Details were yesterday revealed for the first time about the involvement of Ali, who admitted last February to having abused Girl A when he was 22.

When he was arrested he had thought his victim was older, possibly 15, at the time, the court heard.

● **Victim drawn into world of horrific fear and rape - page 4**

News: Millions in funding for key Rotherham projects set for approval

By Tom Austen



Over £10m of funding is set to be approved by Sheffield city region (SCR) officials for key regeneration projects in Rotherham - including the £12m Higher Education Campus and the revamp of Forge Island in Rotherham town centre.

The RNN Group has been successful in securing £3.6m from the Sheffield city region skills capital fund - a £13m pot for training space, workshop or launch pad facilities.

The SCR combined authority is set to sign off the bid at the end of January and proceed to Full Approval and Award of Contract.



Nawam Rafiq, Sagar Hussain, Ishfaq Khalid, Mohammed Waleed, Masoud Malik, Araf Ali, Waleed Ali

Defendants and charges

Sagar Hussain (28), of Clough Road, Rotherham, known as Gigg or Ziggy - four counts of rape and one of indecent assault.
 Barkat Hussain (46), said to be known as Bark - indecent assault.
 Mohammed Waleed (27) of Parkers Lane, Elmsworth, reportedly called Whidby - aiding and abetting rape.
 Araf Ali (30), of Clough Road, whom the prosecution says was called Ali - rape.
 Ishfaq Khalid (33), of Cherry Brook, Eastwood - said to be known as Binky or Ishy and to have had a problem with his eyes - rape and three counts of indecent assault.
 Waleed Ali (34), of Conklow Road, Rotherham, said to be an associate of Khalid - rape and indecent assault.
 Masoud Malik (32) of Bridgewater Way, Rotherham, whom the court was told was known as Mars - rape, false imprisonment and conspiracy to commit indecent assault.
 Nawam Rafiq (33), of Clarendon Road, Eastwood, allegedly called Beemy - conspiracy to commit indecent assault and false imprisonment.

Young girls 'degraded' claim

A GANG of eight friends and relatives "targeted, sexualised" and subjected young girls "to attacks of a degrading, violent nature", Sheffield Crown Court heard this week. The men are alleged to have sexually abused girls as young as 12 when they were arrested four to five years later. The abuse is said to have taken place in an alleyway next to flats in Rotherham town centre, in Clifton Park or to Rotherham in

Family went abroad 'to escape abusers'

interchange on the girls all under 16 between 1999 and 2003. None of the alleged victims can be identified for legal reasons. Miss Michelle Colborne QC, prosecuting said three of the defendants - Sagar Hussain, Mohammed Waleed and Araf Ali - were cousins while co-defendant Barkat Hussain was also Sagar's older brother. One complainant said the complaint to associate with the men because they told her her mother would be gang raped if she went to the police. Miss Colborne told the jury: "You will hear evidence from a number of women who were targeted, sexualised and in some instances subjected to attacks of a degrading, violent nature at the hands of these men. "These were local girls, some came from perfectly normal lives and were lured by the excitement of friendships with older Asian youths." One defendant, Sagar Hussain, played a key role, said Miss Colborne, befriending young girls and later becoming dominant in his treatment of one of the girls, who he used to pass on to his friends, other brothers and associates. The defendants will claim they did not know the complainants and that the allegations had been motivated by hopes of compensation, she added. The men deny all 19 charges against them and the trial, which is due to last for six weeks, continues.

Park is one of best in the UK

CLIFTON Park has been voted one of the UK's ten favourite parks. Thousands of people voted in a poll run by Keep Britain Tidy to find the best loved among 1,700 Green Flag Award-winning parks.

After a month of voting, the nation has had its say and the ten favourite parks in Britain were revealed this week, with Clifton Park bagging a top ten spot.

Elaine Humphries, chairman of the Friends of Clifton Park, said the group was "absolutely delighted" with the results. "This really reflects the love that generations of local people have for Clifton Park and Museum and all the hard work and dedication of the staff and volunteers who make the park a beautiful place to be," she said. In total, more than 30,000 people voted and this year's winners are dotted across the country from north to south, with Elsecar Park in Barnsley also making the top ten.

Taxi CCTV is evidence after driver attacked



RESULT: Mary Ney & taxi camera

First need to use footage

by GARETH DENNISON
 FOOTAGE from taxi cameras in Rotherham has been needed once so far - after a passenger attacked a driver. Rotherham's new licensing policy was introduced in July 2015 with the requirement for audio and video equipment from last summer. Now 794 of the borough's 811 taxi vehicles - about 98 per cent - have the kit installed or ordered. In addition, the same percentage of drivers have completed safeguarding training and the licences of the others are suspended until they follow suit. The changes were brought to improve the safety of passengers, cabbies and vehicles. It followed the 2014 Jay report highlighting the "prominent" role of taxis in child sexual exploitation.

£7.6m boost to help save mansion

THE £50 million restoration of Wentworth Woodhouse was given a huge shot in the arm this week when Chancellor Phillip Hammond pledged £7.6 million to help save the crumbling mansion. The Advertiser reported last month how preservation trust chairman Julie Kenny, Wentworth and Dearn MP John Healey and Newark MP Robert Jenrick had met Mr Hammond at Westminster to lobby him to support the revival of the subsidence-hit stately home. And the trio must have proved persuasive because the Government's money man announced during his Autumn Statement on Wednesday that a huge chunk of cash was heading to South Yorkshire. The Wentworth Woodhouse Preservation Trust (WWPT) has £7 million in place to buy the Big House, as the mansion is known in the village. ● Continued on page 4

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THEME FOR A DREAM...

GARETH DENNISON
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DETAILED plans for the Golliver's Valley theme park reveal a fairytale castle, a 40-metre observation tower - and a croche for pets.

The planning application for the 250-acre former Pitohow Wood site has now been submitted to Rotherham Borough Council.

The resort beside Rother Valley Country Park will centre on a main theme park built around a two-to-13-year-olds and accommodation including three hotels.

The project will create up to 125 full-time and 325 part-time jobs and planning papers predict "significant benefit" to Rotherham's economy.

Golliver's director Araf Ali says: "These are our most ambitious plans to date."

"As our tenth theme park project, Golliver's Valley will bring together the best elements of our existing parks plus a huge amount of our experience and learning from the last 34 years since my father opened our very first park to Maltack Farm."

A planning decision is expected to be made in January and work could start on site before the end of 2017. The resort would be built in phases over a 15-year period, with a total of up to 20,000 sq metres of buildings.

The Littlebit Castle Hotel would be the centrepiece of the park, containing 100 rooms and the main catering hub.

Golliver's Club - a celebration of all things wheel-related - is one of the new elements not seen at the firm's other attractions.

The ecology centre will offer a programme of environmental education and Golliver's Glade will provide outdoor activities like climbing, zip wires and mud slides.

MAIN PICTURE: An artist's impression of Littlebit Castle.

BELOW RIGHT: An impression of the observation tower in the Golliver's Glade area.

There have been two rounds of public consultation since the theme park proposal was unveiled last year.

Resulting changes included moving the main hub further from housing, shifting access from the A57 to Mansfield Road and moving roller rides into lower areas to reduce visual impact.

"It's an exciting time for us now that the application has finally been submitted," said Araf Ali.

"Golliver's Valley is set to give the area an economic boost as we look to use a local supply chain and bring tourism pounds into the local economy."

"Add to that the number of local jobs it will create, up to 255 full-time equivalent posts, and it will be a real positive for the Rother Valley community."

Previous ideas for Pitohow Wood - the YES! Project and Vision of Orama - failed to attract interest or outside investment.

In May, the council agreed to sell the site to Golliver's, which will design, fund, build and operate the resort itself.

RHSMC's planning consultation period ends on November 17.

WHAT'S INCLUDED

- Main theme park, built around children aged two to 13
- Golliver's Gear section with attractions themed to trampolines and cycling
- Farm Park
- Golliver's Glade featuring outdoor activities like climbing and zip wires
- Indoor leisure attractions - the building, Splash, North, Party and Play zones
- Three family hotels (up to 244 bedrooms)
- Holiday lodges (two group camping lodges)
- 40m woodland lodges and up to 300 pitches
- Changing complex (up to 100 pitches)
- Spa and fitness centre
- Pet resort - a croche for visitors' animals
- Dream village for seriously and terminally ill children
- Ecology and education centre
- Car parking for up to 1,750 vehicles, 330 cycles and 27 coaches
- Observation tower

COMMUNITIES secretary Sajid Javid said Rotherham Borough Council should "take encouragement" from the success of High Street to help regenerate other parts of the town centre.

The Advertiser revealed last month that a quarter of the shops in the town centre were empty between January and April.

Figures from the council showed 94 out of 378 units were vacant — the highest since records began in 2010.

But as he unveiled a plaque to celebrate the town winning the award for Best Town Centre High Street in the Great British High Street awards last year, Mr Javid said: "This part of the town centre should be very encouraging to the other parts because these shops were empty."

"There are initiatives such as cuts to business rates that should appeal to small businesses but there is still a lot of work to be done."

Mr Javid, who took up the role of communities secretary as part of Prime Minister Theresa May's Cabinet reshuffle in July, also met council bosses and commissioners during his visit.

He said: "As we all know, Rotherham has had some challenging times and we need to work together — central government, local government, the council and police — to make sure we are turning around from the challenges of the past."

"What I have seen is very much encouraging. More powers

High Street award should act as spur

SAM COOPER

Sam Cooper is the Rotherham Borough Council leader.

are being handed back to the council and I think a lot of good work is being done."

Rotherham Council leader Cllr Chris Read said High Street played an "important" role in the regeneration of Rotherham.

He added: "It was great to win the award last year, which recognised the hard work carried out by the retailers and business owners who believed in the high street and made their own investment alongside a number of partners."

"This restoration plays a crucial part in our ambitious plans to regenerate not just Rotherham town centre but across the borough as well."

"It is a credit to all those involved to see the High Street looking as good as it does now."



SPECIAL VISITOR: Secretary of State for Communities and Local Government Sajid Javid pictured at the unveiling of the plaque with council leader Cllr Chris Read and Commissioner Julie Kenny 161489-4

Work set to begin on town centre 'investment' plan

CONSULTANTS have been selected for a £130,000 contract to draw up a new masterplan for Rotherham town centre.

Urban design firm WYG Group was selected from 14 tenders and will produce a draft document by next April.

Rotherham Borough Council wants a masterplan to give details of how the town centre will be developed, with more leisure and residential projects given priority.

WYG project director Andrew Clarke, who is from Rotherham, said: "We're looking forward to working on an exciting and ambitious plan for

GARETH DENNISON

Gareth Dennison is the Rotherham Borough Council leader.

the town and building on the good work undertaken to date.

"We will bring proposals to life and will ensure proposals are realistic and deliverable, striking the right balance of ambition and pragmatism."

He added: "Our work will help market town centre development opportunities to potential investors."

"This is very much an investment plan geared towards unlocking positive change in Rotherham town centre."

ber for jobs and the local economy, said: "We are delighted to have WYG Group working on this key piece of work and to welcome Andrew and his team to Rotherham."

"Meanwhile, work will continue to develop proposals for key sites in the town, including Forge Island, alongside the masterplan."

"This will allow us to begin construction work as soon as is practically possible, whilst ensuring the developments sit comfortably within the bigger picture being created for Rotherham town centre."

The Advertiser revealed earlier this month that the council spent £2.19 million on external consultants in 2015/16 — more than double the amount in the previous 12 months.

Closure of magistrates' building

Bid to buy court for £1

COUNCIL bosses want to buy Rotherham's closed down magistrates' court building — for £1.

They hope the move will complement efforts to bring a business and residential hub to neighbouring Forge Island.

The court building was shut last Friday as part of a Ministry of Justice cost-cutting exercise to save £27 million a year.

He added: "We would like to think that they would offer us the building for what they said, which I believe was £1, rather than the market value."

He added that work, RMBC is set to

GARETH DENNISON

Gareth Dennison is the Rotherham Borough Council leader.

£1.5 million and £2 million.

Council bosses believe adding the courts site could increase income from developers looking to become involved with the long-term estate.

Mr Wilson said: "The whole of the new centre is up for discussion as part of the masterplan. Having the court building and Forge Island would allow us to do something on a greater scale."

"It is important that we secure the site

An MP spokesman said: "We have a world leading legal system and are investing over £200 million to reform and digitalise our courts to deliver better justice."

"Closing redundant and dilapidated court buildings will allow us to reinvest in the justice system and make the best use of technology."

"This will improve access to justice and improve the experience for all court users, in particular vulnerable victims and witnesses."

"We are currently considering our options for the future of the Rotherham Magistrates' Court, priority court and family court case."

A council spokesman has been among those to see on Forge Island eye

FUTURE USE: Court building and below RMBC's Damien Wilson



Regeneration funding to help buy the site for a new £10 million flood defence to rivers.

Mr Wilson said: "There has been some concern that we're not putting eggs in one basket. We're looking to do a lot of things to offer the town."

The new public masterplan will be a public consultation, where we will be able to give their views on what should go on Forge Island."

Cllr Denise Lelliott, Cabinet member for jobs and the local economy, said: "People's libraries change. What we need to see on Forge Island eye

Mission accomplished as precinct project approved

A MOVE to take over four shop leases to boost the Forge Island project has been approved by council bosses.

Commissioner Julie Kenny agreed the proposal to buy out the remaining long-term leases at Riverside Precinct.

Rotherham Borough Council hopes acquiring the shops as well as Forge Island will make the site more attractive to developers.

Cllr Denise Lelliott, Cabinet member for jobs and the local economy, said: "A number of tenants in the precinct have already moved on and only a few traders remain."

"Acquiring this site will enable the council to push ahead with its plans to develop this area of the town centre."

"Forge Island is a major feature in the town and its potential is already attracting a lot of interest from investors."

A deal with Tesco over Forge Island is expected soon, with demolition work on the former supermarket expected before Christmas.

RMBC wants to see a "vibrant leisure quarter" developed there and is in talks with the Ministry of Justice over taking on the closed courts building.

Also approved at Monday's Cabinet meeting were an increase in charges to use the toilets in All Saints' Square and a jump in adult day care and transport costs.



JOB DONE: Cllr Denise Lelliott, Cabinet member for jobs and the local economy, and RMBC regeneration director Damien Wilson

Starter homes for town centre, plan

EFFORTS to bring more houses to Rotherham town centre were given a boost with the news of a successful funding bid.

Rotherham Borough Council said its share of the Government's £1.2 billion Starter Homes Land Fund will pay for hundreds of properties.

The town centre has capacity for 2,000 properties, council bosses said in December, and having more people live there is seen as a key part of the overall regeneration.

Cllr Dominic Beck, RMBC Cabinet member for housing (pictured), said: "Focusing on the town centre, this programme is a potential game-changer for Rotherham and will see hundreds of new high quality, affordable homes built to help more young first time buyers get on the housing ladder."

The Government's Homes and Communities Agency received



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79 expressions of interest from 120 councils, some of which were joint bids.

Rotherham Borough Council is among the first wave of 30 authorities to be granted cash.

A spokesman said: "Rotherham's proposals are to initially focus on council-owned town centre sites, which are part of ambitious plans to make the town centre a thriving, successful place to live and work and to become a family friendly destination."

The starter homes will be built exclusively for first-time buyers aged 23 to 40 at a discount of at least 20 per cent below market value.

Other Government cash is being sought as 12 town centre sites have been identified which could deliver 1,000 homes in the

next few years. It follows the news that none of the 663 new homes built in the borough in 2015 were in the town centre.

Rotherham residents are also being asked what facilities and attractions are important to people considering town centre living. Find the survey at www.rotherham.gov.uk/townsurvey.

Wentworth and Dearne MP and shadow housing minister, John Healey, said: "It's good to see Rotherham as one of the local councils leading efforts to help young first-time buyers."

"There's the grain of a good idea in the Government's scheme but I'm still sceptical and want to see how much help ministers are willing to give as tackle Rotherham's housing problems."

"In Rotherham, even with the discount, the new starter homes could on average cost £135,000, which means people on average will still need a deposit of £29,000 plus an average income of £38,000 when the typical full time wage in our town is only £25,000."

"So I fear this scheme will still leave many young people on ordinary incomes locked out of home-ownership and will do nothing to help build the new affordable rented homes we also need."



Rotherham Council becomes accredited with Tpas

Friday 30th of September 2016



Rotherham Council's Housing and Neighbourhood Services are celebrating this week after being successfully awarded the Tpas accreditation for excellence in tenant engagement.

ENVIRO-CRIME CRACKDOWN

Council declare war on litterbugs, fly-tippers and selfish dog owners

Report by
MICHAEL UPTON
News Editor

COUNCIL chiefs have made a New Year's resolution to come down hard on litterbugs, fly-tippers and irresponsible dog owners in a bid to slash the £1.7 million annual cost of environmental crime.

Rotherham Borough Council is adopting a more "robust" approach to these issues after officers bemoaned the seven-figure impact of unwanted waste.



The authority hopes a new link-up with Doncaster Council will see up to 5,000 fines issued in the coming year — more than 25 times the number handed out last year.

The council's Cabinet member for waste, Cllr Emma Hodkinson, said litter, fly-tipping and dog fouling were always among the complaints brought up by residents, adding: "We

know people are fed up with it and we are determined to get a grip on it."

She added: "This was one of the key issues that came up during our Views of Rotherham consultation. "We have a small enforcement team but this will allow us to take it to another level and for the people

who are doing it to have action taken against them. "It's not just going to be in the town centre but across the whole borough."

Doncaster Council already employs private firm Kingdom Security of Newton-le-Willows, Merseyside, to provide "enhanced environmental crime enforcement" and the link-up would see a team of wardens based to patrol Rotherham to catch offenders in the act or track them down.

In Doncaster, the team has issued up to 5,000 fixed penalties a year and Cllr Hodkinson said she hoped to see a similar rise to fines in Rotherham.

"It's a big step up in numbers but it has been achieved in Doncaster and Barnsley and we want to see if it can

● Continued on page 4

LAST BUT NOT LEAST...

GARETH DENNISON
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ROTHERHAM'S last remaining children's home has been rated outstanding by inspectors.

Ofsted said youngsters with complex needs gained confidence at Liberty House, a short breaks centre.

Inspector Judith Longden said: "Young people clearly have an enormous amount of fun here, socialising with other young people and taking part in a wealth of activities."

"The skills and confidence young people gain transfer to other areas of their lives, improving their educational outcomes and enabling families to experience activities together for the first time."

"For example, one young person who previously would not exit the mansion now has the confidence to attend archery with his family."

Liberty House, which is run by Rotherham Borough Council, provides care and accommodation for up to eight young people with learning



FRAMED: A certificate of recognition was presented by Rotherham Borough Council to Liberty House manager Darren Higgins (front) and staff members 162107.

and physical disabilities.

Ofsted said staff were thoroughly trained in safeguarding and excellent management of the centre enabled children to enjoy new experiences.

Liberty House manager Darren Higgins praised parents for their support and added: "The biggest achieve-

ment for us is seeing the changes to the children themselves."

"These are children with complex needs. They can't do what regular children do, like hang around outside with each other, have sleepovers or go to Meadowhall."

"Instead, they have Liberty House

and what we offer them gets them as near to this sense of normality as possible — that is what makes all the difference."

The centre has been refurbished in the past few years and has set up links with the likes of Dearne Valley College to offer more activities.

Council children's services director Ian Thomas said: "This really is a testament to the great work the team at Liberty House do with the young people who they support."

"They really think about the detail and clearly listen to what the children and young people want and have worked hard to achieve well within the means that they have."

Deputy leader Cllr Gordon Watson added: "No longer can we be complacent and accept second best. "Darren and the team at Liberty House have proved that first place is the only place. This is the standard we will be expecting from now on."

The council's other children's homes — St Edmund's in Thurgroft, Woodview at Kimberworth Park, Silverwood in Sunningdale and Cherry Tree House, Kimberworth — have all closed since October 2015.

Area given mini-police force



Eastwood's new deal

WE ARE RESPONDING:
Cllr Emma Hodkinson in Eastwood NG1547-3

EASTWOOD now has its own mini-police force and council masterplan in the hope of tackling antisocial behaviour, crime and litter.

ADELE FORREST

Eastwood Council Cabinet member

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in the area that fell below licensing regulations, added Cllr Hodkinson, and Sustraspide was "making a big difference".

CCTV has also been upgraded with more cameras and always new monitored and quarterly "super blitzes" will take place where chargeable bulky waste collections will be available for landlords and tenants.

The deal also includes early youth intervention work and support for families and vulnerable people to engage and contribute positively to the community.

Cllr Hodkinson said no extra council money had been put into the plans and only existing resources were being used.

The Cabinet member unveiled the Eastwood Deal to councillors at July's full council meeting.

At the meeting UKIP's Cllr Karl Roeder said most and women appeared to loiter around Eastwood and looked as if "they had no jobs".

Cllr Roeder asked if the plans included "sending people home" who had been out of work for more than six months.

Cllr Hodkinson responded: "Sending them back to Eastwood. A lot of people consider Rotherham their home, they're

used to have Rotherham as their home.

"And I am not into the idea of sending anybody somewhere when they consider our place to be their home."

A South Yorkshire Police spokeswoman said: "Over the next three months, the team will work with partners to provide targeted enforcement and daily patrols with the aim of reducing crime and antisocial behaviour."

Insp Dave Struggles added: "We are committed to the Eastwood Deal and together with our partners, will continue to challenge those whose behaviour has a negative impact on the community."

A sergeant and three police officers, along with PCSOs, will work in partnership with the local authority to use antisocial behaviour powers and legislation to help residents suffering at the hand of others.

"The team will provide visibility and engagement support to the diverse community within the neighbourhood and residents are encouraged to stop and talk to officers about any issues affecting them."

"By consulting with the community, we can aim to make a positive difference to the quality of life of the people of Eastwood."

Insps Struggles advised people to still report crime by calling 111, or 999 in an emergency.

It's a Deal! Eastwood results 'astounding'

SAM COOPER

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ALMOST £1 million worth of drugs have been seized by police as part of a crackdown on crime, anti-social behaviour and litter in Eastwood.

Police and council bosses teamed up to launch the Eastwood Deal in August — which saw the area get its own dedicated mini police force and a regeneration masterplan drawn up.

Insps Dave Struggles, of Rotherham Central local policing team, said officers had seized £979,200 worth of drugs — including 1,200 cannabis plants and other class-A and class-B drugs — and made 36 arrests.

Monthly reports of anti-social behaviour have also fallen by more than 28 per cent since the team of a sergeant, three police officers and PCSOs began daily patrols on Eastwood's streets.

Insps Struggles said: "Bearing in mind there are only three or four officers the results are astounding."

"It's not just about the results in terms of crime and anti-social behaviour. It's about having a police team that's visible and people engage with."

"A lot of these successes are linked to us being accessible to the public and we do appreciate that the community assists us with these results."

"Officers have also seized 16 vehicles that have either been used to commit crime, or were not roadworthy, or were being driven without insurance."

Rotherham Borough Council staff have also clamped down on litter, flytipping and sugar hoards.

Insps Struggles said: "The council conducted a house-to-house survey and the feedback was very positive."

"People were saying things like: 'It's great to see



Seen with a drugs haul are members of Team Eastwood (left to right): PC Luke Bugdol, PS David Baines, PC Scott Sarson and PC David Law 161607-9

police in the area' and 'It's great to see the police on the streets'."

"I've not had one negative comment over the whole three months."

Insps Struggles said the force would be continuing its highly visible patrols in Eastwood and continue its work to improve the area.

He added: "It's not just about crime and anti-social behaviour — we also wanted to engage with people more because it is a diverse community with people from different backgrounds."

Rotherham Borough Council's Cabinet member for waste, roads and community safety, Cllr Emma Hodkinson, said: "I want to thank residents and community groups for working with us to improve Eastwood."

"We are absolutely determined to improve the area, and this is a good start with everyone working together."

"Anyone with any information about incidents in Eastwood should call police on 101. In an emergency always call 999."



Top of the class at Wales High (from left): David Tuna, Genevieve Iscliffe, Lucy MacDonald, and Thomas Roddin 161608-8

Going for gold as pupils land great results

Pass rate by school	2016	2015	2014
Aston	100	99.6	99.7
Brinsworth	99	99.3	98.5
Dinnington	99	99.7	99.2
Maltby	99.6	100	98.1
Swinton	97	100	99.4
Wales	99	99.5	99.4
Wath	99.7	99.1	97.7
Wickersley	98.8	99	98.1
Average	98.6	99.5	98.6



Celebrations at Wales High 161608-4

SIXPER students across Rotherham pulled out gold medal performances to land top grades in their A levels.

Reigning holder Megan King (champion Genevieve Iscliffe) and Wales High School (champion Ruth Taylor) — a national standard English teacher — were among thousands of teenagers picking up their results certificates.

Those on target included Aston Academy's Rachel Adams with five A's, winning top a place at Cambridge to study philosophy, and Thomas Rotherham College's Emily Green, who got four A's and one A and her 10 O-levels to read biochemistry.

Other star performers were William Learning, who achieved four A's grades, securing a place at Nottingham University to study chemistry; Olivia O'Leary (two A's, two As and one B); Daniel Magee (two A's, one A and one B); and Phoenix School's Oliver As and one B.

Top of the class at Brinsworth Academy, where there was a 100 per cent pass rate, were Salmaan Akmal (two A's), and one A, Matthew Leonard (one A and two As) and Alex Brady (one A and two As).

Scholarship holder Callum will attend the prestigious Yale University in the US after gaining As in chemistry and biology and 3s in German and mathematics.

THINGS WILL GET BETTER!

ADULT social care bosses have insisted that services will be better AFTER cuts of more than £9 million.

The high-spirited Rotherham Borough Council department is also set to lose the equivalent of 429 full-time jobs by 2019.

The service is beginning a huge transformation that will cut residential places and encourage older people and those with learning disabilities to make their own care and activity arrangements.

Cllr David Roche, Cabinet member for adult social care, said: "We're fully aware that it means change and there are going to be people who don't like that."

"But our services are outdated, expensive and don't necessarily provide the right service to the right people."

EXCLUSIVE by GARETH DENNISON

"We are going to get criticism but I'm convinced it will be a far more effective service."

There will be a greater focus on independence but RMBBC claims this is in the interest of clients as well as the council.

The council is among the highest 15 spenders on adult services out of 150 top tier authorities — and the elderly population is set to grow by 20 per cent in five years.

Among the changes, so far, has been the closure of Titmarsh day centre, Cleveland Lodge.

Alternative activities elsewhere have been

found for the 120 service users.

Gracie Birt, interim adult services director, said reviewing individual needs and moving sessions out of the traditional buildings made people happier and worked out cheaper.

He added: "Everybody will be assessed and everything we do will be predicated on that needs assessment."

"At Copeland, people weren't necessarily enjoying going, but it was free and it was offered to them. They've been found alternative activities, a lot more are doing outdoor activities."

Cllr Roche said: "Even the manager said the building wasn't fit for purpose. It leaks all over the place. You can't maintain the rooms because they're full of asbestos."

The council will push Direct Payments, where



CHANGE: Pensioner Mary Price was among the clients moved elsewhere when the council closed Copeland Lodge in Thurstoft

Continued on page 4

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APPENDIX

List of Elected Members

WARD 1: Anston & Woodsetts



Jonathan Ireland
Labour



Katherine Wilson
Labour



Clive Jepson
Independent

WARD 4: Dinnington



Simon Tweed
Labour



John Vjestica
Labour



Jeanette Mallinder
Labour

WARD 7: Hooper



David Roche
Labour



Denise Lelliott
Labour



Brian Steele
Labour

WARD 10: Rawmarsh



Robert Bird
Labour



Sandra Marriott
UKIP



Labour

WARD 13: Rotherham West



Eve Rose 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



Adam Carter
Liberal Democrats



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

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APPENDIX J



Sharon Kemp
Chief Executive



Shokat Lal
Assistant
Chief Executive



Judith Badger
Strategic Director
Finance & Customer
Services



Damien Wilson
Strategic Director
Regeneration
& Environment



Anne Marie Lubanski
Strategic Director
Adult Care & Housing



Ian Thomas
Strategic Director
Children & Young
People's Services



Terri Roche
Director
Public Health



Stuart Booth
Assistant Director
Financial Services



Paul Woodcock
Assistant Director
Planning Regeneration
& Transport



Nathan Atkinson
Assistant Director
Strategic Commissioning



Mel Meggs
Deputy Strategic
Director Children
& Young People's
Services



Jo Abbott
Assistant Director
Public Health



Dermot Pearson
Assistant Director
Legal Services



Karen Hanson
Assistant Director
Community Safety
& Street Scene



Sam Newton
Assistant Director
Independent Living
& Support



Karen Borthwick
Assistant Director
Education & Skills



Luke Sayers
Assistant Director
Customer, Information
& Digital



Polly Hamilton
Assistant Director
Culture, Sport & Tourism



Tom Bell
Assistant Director
Housing &
Neighbourhood Services



David McWilliams
Assistant Director
Early Help & Family
Engagement



Vacant post
Joint Assistant Director of
Commissioning, Performance
and Quality for CCG and RMBC

End of Appendices