

COUNCIL PLAN 2017-20

Performance report and key achievements/activities

Period: Quarter 2 (July – September 2019)



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EXECUTIVE SUMMARY

About this report

This report sets out how the Council has performed in the second quarter of 2019/20 to deliver the vision and priorities for Rotherham as set out in the Council Plan. The priorities include:

Priority 1: Every child making the best start in life

Priority 2: Every adult secure, empowered and responsible

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

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

Priority 5: A modern, efficient council

The report focuses on progress against the 13 key delivery outcomes which underpin the Council's priorities and the 69 headline performance measures that directorates have identified that best demonstrate progress in achieving the outcomes. It also brings together wider information, key facts and intelligence to explain how the Council is working and performing.

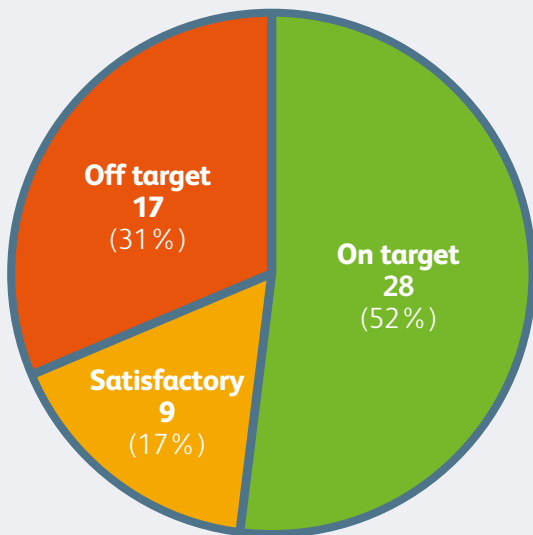
Through Directorate and Service-level Business Plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the Council makes across all of its activities to improving Rotherham as a place to live, work and spend time.



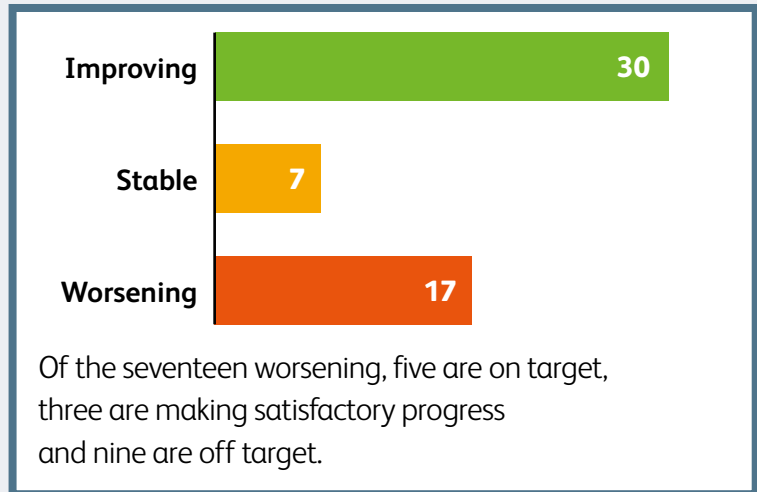
Performance overview to 30th September 2019

(where data is available or where targets have been set)

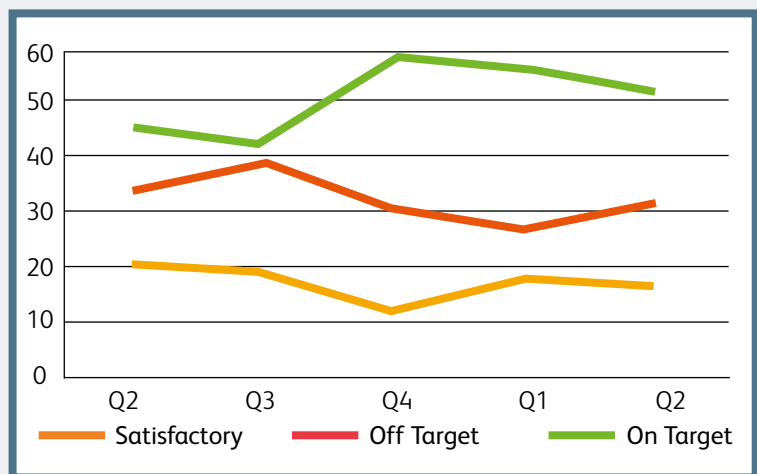
Target Status



Direction of Travel



Percent Overall Status Trend



(The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable. These are measures where no target has been set, however good performance (high or low) is still applicable).

There are a number of measures rated as 'measure information not yet available' due to these being annual, termly or six monthly. In some circumstances interim data is available to demonstrate whether or not the Council is on track to achieve the annual target. For others, the Performance Report provides an overview of progress to assure Cabinet that progress is being made.

Performance status broken down by priority



Corporate Priority 1
Every child making the best start in life



Corporate Priority 2
Every adult secure, responsible and empowered



Corporate Priority 3
A strong community in a clean safe environment



Corporate Priority 4
Extending opportunity. Prosperity and planning for the future



Corporate Priority 5
A modern, efficient Council



FINANCE UPDATE

As at the end of September 2019, the Council reported a forecast overspend of £4.3m. There continues to be significant cost and services pressures for both Children's and Adult social care.

There is a forecast overspend of £4.9m against budget within Children and Young People's Services Directorate largely due to placements being above profile.

Adult Care Directorate is forecasting an overspend of £2.0m, largely as a result of demand for services. People are presenting with increasingly complex needs and the average number of hours for a domiciliary care package is increasing.

Regeneration and Environment is projected a forecast overspend of £1.5m compared to a balanced position reported in June 2019. This is due to a combination of slippage in the delivery of previously agreed savings, demand pressures and under-achievement of income budgets.

The overspends are offset by an underspend of £4.1m from the Central Services budgets, largely as a result of savings from treasury management activity.

Further management actions are being identified to ensure the Council achieves a balanced budget, thereby avoiding the need to call on reserves.



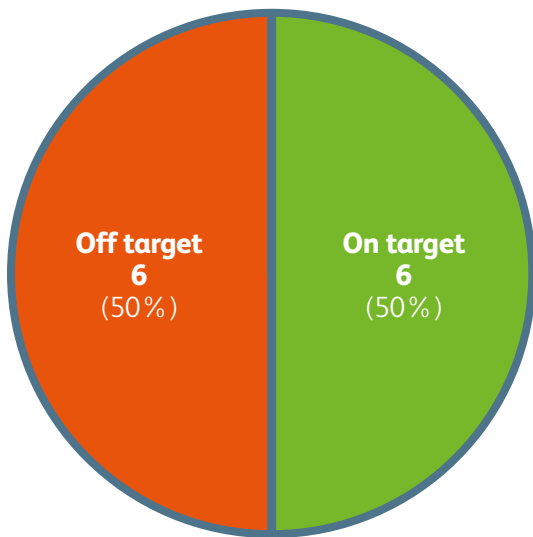


PRIORITY 1: Every child making the best start in life

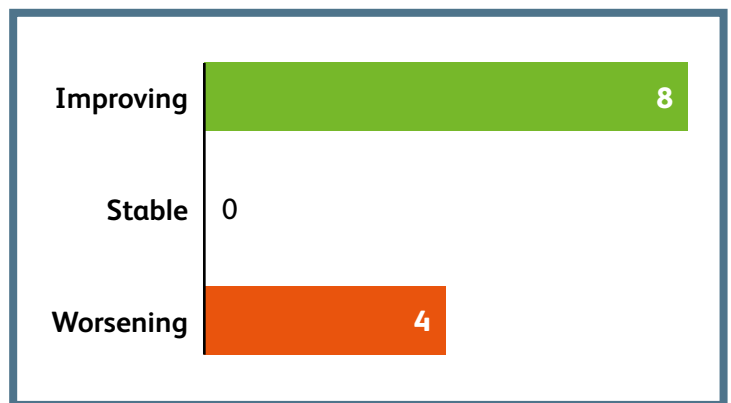
Performance headlines

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

Target Status



Direction of Travel



(Of the four worsening, three are off target and one is on target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable).

Areas performing well or improving



(measures which are on track and direction of travel is improving)

Children's Social Care Improvements

(1.A1) Children in Need rate (rate per 10K population under 18)

296.8 children against a target of 375.5 (lower is better).

(1.A2) The number of children subject to a CP plan (rate per 10K population under 18)

85.2 children against a target of 90 (lower is better).

Exclusions

(1.B4(a) The number of permanent exclusions in secondary schools

13 children cumulative against a target of 38 (lower is better).

Immunisations

(1.C2) Childhood immunisation - % of eligible children who received 3 doses of DTaP / IPV / Hib vaccine at any time by their 2nd birthday

97.6% of children against a target of 95% (higher is better).

Smoking Status at time of Delivery

(1.C1) Smoking status at time of delivery (women smoking during pregnancy)

16.4% against a target of 18% (lower is better).

Areas for improvement



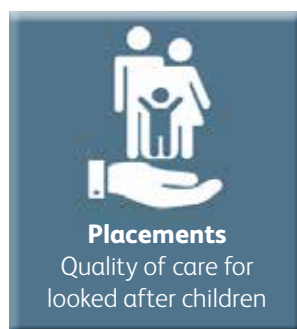
(measures which are off track and direction of travel is worsening)



(1.A4) The proportion of families who rate the Early Help service as Good or Excellent

84.3% during Quarter 2 (90.5% cumulative) against a target of 95% (higher is better).

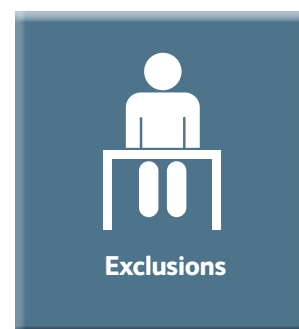
Survey feedback will be passed back to locality managers to share with their teams and to learn and make improvements wherever necessary and other ways will be developed to encourage families to provide feedback.



(1.A8) The proportion of looked after children placed within a Family Based setting

77.9% against a target of 85% (higher is better).

The numbers of children in a family-based setting has remained fairly consistent but remains below target. Further actions include developing a residential step-down provision with the Rotherham Therapeutic Team and implementing the revised Foster Care Allowance Scheme.



(1.B4 (b)) The number of permanent exclusions in primary schools

8 children cumulative in past six months against a target of 8 in an academic year (lower is better).

The Primary Outreach Team Offer will be established and the process embedded over the coming period. In addition, the Education Other Than At School (EOTAS) Exclusions Team will be reconfigured.

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

Lead accountability

Sally Hodges, Interim Strategic Director Children and Young People's Services

Where are we now?

The Demand Management Strategy is beginning to have a significant impact on the reduction in numbers of looked after children (LAC), children in need (CiN) and children subject to a Child Protection Plan (CPP). By the end of September 2019 the LAC cohort had reduced to 624, down from 653 only 12 months previous. The Right Child Right Care project has had a significant contributory factor in the current success with 271 children being discharged from care over the course of the past 12 months. This performance places the Council as the best performing local authority in the Yorkshire and Humber region in respect of its permanence planning. As anticipated in Quarter 1 projections, CPP figures are beginning to slowly reduce and stabilise. In the last twelve months the overall population has fallen by 100 children (494) at the time of writing. In addition, the demand management work has also undoubtedly supported a reduction in the children in need population (down by 28 children).

The child protection service is currently promoting and driving practice to increase problem solving by families. This is being done through a range of services which include family group conferencing, multi systemic therapy (MST), and particularly through the use of family network meetings. The current drive is helping to prevent concerns from escalating and will over time inevitably divert some children/young people away from more formal child protection procedures. Understanding the family network right from

the start is also helping the service respond appropriately when a family is in crisis as the contingency plans are better developed and understood.

Service managers have operational oversight on cases that might be susceptible to drift and provide added value and assurances that children and their families are receiving appropriate and timely interventions. 'Signs of Safety' as a practice methodology is evidently becoming well embedded in practice with most cases having a clear defined danger statement and safety goals. Children and Young People's Services will continue to embed 'Signs of Safety' as a strengths based model interally and with partners and it's expected this will support a further safe reduction in the number of children needing to become subject to child protection planning.

Social Workers are increasingly making good use of the public law outline (PLO) ensuring applications are only made to court after all safe and appropriate alternatives have been explored. The PLO plans are used to manage risk; evidence from 2018/19 would suggest that it has also been successful in preventing the need to escalate concerns to court e.g. 2018/19 saw 44 % of cases end with a decision not to issue public law care proceedings. Where children do need to come into care, this is typically on a planned basis through endorsement via the PLO panel.

As a result of the revised Foster Care Allowance Scheme and the relaunched Pathways to Care Policy a number of carers have given firm commitment to increasing the number of children they are approved to care for (prospective increase in 12 placements). At present there are 15 assessments ongoing, 4 of which are via the Muslim Foster Carer Project with 4 more likely to be allocated for assessment. The partnership with Brightsparks is also beginning to have an impact with 8 enquiries and 6 information visits undertaken in less than 2 weeks of the new web-site being launched.

The number of children in a family based setting has remained consistent. Market management work will continue to support an increase in the proportion of children living in family based settings through the recruitment of in-house foster carers, and work to enable step-down from residential care to a family based setting wherever possible and appropriate.

The Intensive Intervention Programme (IIP) implemented by the Rotherham Therapeutic Team is one of the underlying reasons for the improved performance in respect of children with 3 or more disrupted placements. From a position of 14.7 % (92 children) of children experiencing such disruptions at the start of 2019 (January 2019) by the end of September this had reduced to 11.6 % (72 children) and this performance has remained below 12.5 % for the past 5 months.

This steady reduction in the number of young people currently assessed as medium/ high risk of CSE reflects the positive closure of some young people to the EVOLVE Team due to risk reduction work having been completed. Overall quality assurance through the pathway of involvement around CSE demonstrates that there is good understanding around CSE and the best to support young people and mitigate risks around them.

During Quarter 2, 84.3 % of families completing the Early Help Exit Survey rated the intervention that they received as 'good or excellent'. Although this is lower than Quarter 1 (97.7 %) the year to date performance is still at 91 % against the target of 95 %. The exit surveys in Early Help are anonymous and individuals can't be contacted to discuss feedback. However, the information is passed on to the service for locality managers to share with their teams and to learn and make improvements wherever necessary. In addition to exit surveys other ways to encourage families to provide feedback about their experience with Early Help are being developed, including a set of questions for workers to discuss with families upon case closure.

Next steps:

- A programme of work over the next six months will be undertaken with colleagues in Early Help looking at and testing the interface between Section 17 (S.17) and early help (step up / step down). This work is being led by the respective Heads of Service in Locality and Early Help and will conclude in January 2020 with a summary report of its findings
- To strengthen practice, colleagues from the learning and development team will be undertaking bespoke 'Signs of Safety' work with the children's disability team over the next 3 months. As well as the Public Law Outline (PLO) Development Group implementing 'Signs of Safety' with a new suite of documents will go 'live' in Quarter 3, including training and coaching style workshops to support implementation
- Launch the partnership Child Exploitation Pathway during Quarter 3, including a revised Child Exploitation toolkit and assessment.

Risks and Issues

Risk/issue	Mitigation
Current trend of reducing numbers of LAC may increase due to a variety of reasons, including ongoing police operations or a number of large sibling groups being admitted to care.	Senior management oversight of children being admitted to care will continue via the Public Law Outline (PLO) Panel, considering all admissions to care to ensure all alternative care options have been fully considered. Whilst it is impossible to predict the numbers of admissions to care the Right Child Right Care (RCRC) (phase 2) project is contributing to the reduction of children in care.
Increasing demographic of existing foster carers presents some risk to effective retention.	More effective and efficient foster carer marketing and recruitment to more than replace those foster carers who retire due to demographic reasons.
A lack of workforce stability across the service.	A competitive edge needs to be maintained with appropriate support and remuneration.
A further reduction in Child Sexual Exploitation (CSE) cases could flag a concern that the operating guidance updates were not well understood.	Launch of the partnership Child Exploitation pathway including a revised Child Exploitation toolkit and assessment. With the imminent sign off the broader Child Exploitation pathway, this will bring a renewed focus and offer an opportunity to ensure all practitioners have a refresh in learning around both CSE and Child Criminal Exploitation (CCE). There is also good information sharing arrangements across the partnership with weekly intelligence meetings which focuses on risks of CSE and CCE so as to ensure work is completed early to reduce risks.

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

Lead accountability

Sally Hodges, Interim Strategic Director Children and Young People's Services

Where are we now?

At the end of Key Stage 2 (KS2), the provisional local authority average for the percentage of pupils meeting the expected standard in reading, writing and mathematics combined has declined by 2.8% to 59.2% in 2019 compared to the provisional national average improvement of 1% to 65%. The local authority average is 5.8% below the national average. The end of KS2 validated data is published in December 2019 and the end of Key Stage 4 (KS4) validated data is published in January 2020. Attainment in KS2 reading shows the widest gap to the national average at 6.9%, this continues to be a key priority and a focus of many of the Continuing Professional Development (CPD) and school improvement activities available to schools through the traded service offer, including a range of CPD opportunities for Rotherham schools in phonics, reading, writing and mathematics.

The KS4 average Attainment 8 score per pupil has increased by 1 point to 44.3. The provisional national average is 46.6. (state-funded i.e. local authority maintained schools, academies and free schools) and remained at 44.5 (all schools including the independent sector). The local authority average is 2.3 points below the national average (state-funded schools) and 0.2 points below the national average (all schools). Two lead practitioners for English and mathematics have been appointed to support the improvement of English and mathematics in secondary schools.

The year to date figure for the number of permanent exclusions in secondary schools (7) shows a reduction when compared to Quarter 2 in 2018 (13 permanent exclusions). While the number of permanent exclusions in primary schools has increased (3) compared to the same period in 2018 (0 permanent exclusions). The Primary Pupil Management Groups have lost some momentum in offering peer support. There are a small number of very young (Foundation Stage and Key Stage 1) pupils in school with complex social, emotional & mental health (SEMH) needs. The work to progress the Primary Outreach Team is on target and it is now operational; supporting and advising schools that have pupils at risk of permanent exclusion. However, time will be needed for the team to have impact and processes to be fully embedded.

As a result of mainstream schools facing a broader and more complex range of young people with SEMH needs a new SEMH Outreach Team (managed by Aspire) has been put in place and is now operational. Primary SEMH partnerships have also been re-developed and new processes and procedures introduced.

Compliance in relation to the 20 week timescale for completing Education and Health Care Plans (EHCPs) has shown a month on month improvement and currently stands at 80% compliance (October 2019). Some decline was evident over the summer, impacted by school closures and associated difficulties in gaining information and completing co-production meetings with families. A higher than average submission rate in May/June 2019 also affected capacity within the service. Defined working groups have now been put in place within the service, having clear case allocations by locality and schools (secondary and special), and this is supporting clearer compliance and caseload management. Teams monitor cases individually and assess timescales on a weekly basis with support from the overseeing senior officer. Performance is monitored monthly for each individual through supervision sessions. Slippage around timescales is now improving and compliance continues to increase as we move into the new academic year.

The Quarter 2 NEET figures will not be available until the end of October due to the extended Nation Client Caseload Information System (NCCIS) return deadline. The local combined NEET and Not Known target for the end of Quarter 2 is 17.5%. The Department for Education (DfE) does not monitor 'NEET/ Not knowns' between July and September and services are advised not to benchmark their performance against others during this period. Work is continuing on the collection of September enrolment data from Post 16 providers alongside the collection of September Offer data to ensure that, where possible, those not engaging have a planned goal for the new academic year, whilst addressing/reducing potential drop out from those currently participating.

Next steps:

- The lead practitioners for English and mathematics are to work with secondary schools in the autumn term 2019
- The project for KS2 and KS3 pupils to improve writing skills, particularly for the most disadvantaged pupils, will continue in the 2019/20 school year with a further three days training for school leaders led by the National Literacy Trust (NLT) trainers to monitor implementation in schools and provide CPD. The impact of the project will then be evaluated in July 2020
- Rotherham Education Strategic Partnership (RESP) have identified KS4 as a key area priority for improvement and have agreed that leadership and management will form a key part of the RESP strategic plan for 2019/20
- To address this new leads for English and mathematics have been jointly appointed by the Council and academies from across Rotherham and have established an action plan aimed at improving the levels of progress and outcomes for Rotherham young people
- Establishment of the Primary Outreach Team offer September 2019
- Reconfiguring and establishing an Exclusions Team through a restructure in Quarter 3
- Continued staff training around the new EHCP format. Weekly 'drop ins' are provided each week to support staff around IT/format issues and use of the new plan.

Risks and Issues

Risk/issue	Mitigation
<p>There are a number of academies / multi-academy trusts within Rotherham who work in partnership with the Rotherham Schools Improvement Service (RoSIS) while some have made the decision to work with schools within their own trust and don't engage with the local authority or beyond. RoSIS continues to encourage all schools to work with the service and engage in best practice and is committed to retaining positive links and communication with all of Rotherham's educational providers whatever their status.</p>	<p>The local authority continues to endeavour to maintain or re-establish positive links and effective communication with all of Rotherham's educational providers. The Head of Education offers the opportunity for Chief Executive Officer's, Executive Head Teachers of schools / academies to meet during the Autumn term to provide the opportunity to discuss their schools and the range of school improvement services available.</p> <p>Unfortunately some multi-academy trusts decline the offer of this meeting each year.</p> <p>Termly meetings are arranged with the Assistant Director of Education and the Head of Education with the Regional Schools Commissioners office (RSC). This offers the opportunity to discuss academies / multi-academy trusts in Rotherham and raise any concerns.</p>

Risks and Issues (Continued)

Risk/issue	Mitigation
<p>Restructure of Education other than at School (EOTAS) Exclusion Team leads to staff seeking employment elsewhere, leaving the local authority without experienced officers to address the local authority statutory duties in regard to exclusion.</p>	<p>Seek Human Resources support regarding consultation and recruitment. Arrange temporary redeployment of staff to address shortfall in administrative support.</p>
<p>Brexit may delay schools from embedding recommendations from the Timpson report as it is not a political priority to embed these.</p>	<p>Local policy to start to adopt policies and procedures through Rotherham Education Strategic Partnership (RESP).</p>
<p>Annual reviews of Education Health Care Plan's (EHCP's) received by the Local Authority are not currently considered within the statutory timescales. A backlog of historic reviews exists currently.</p>	<p>Continued work to monitor annual reviews received into the service. Increased staffing capacity within the team as of Sept 2019. Clearer work allocation patterns within working groups and monitoring of completion rates. Review of processes around receipt of annual review paperwork and communication of local authority decision in relation to this within timescales.</p>
<p>Quality of EHC plans in line with guidelines laid down in the Special Educational Needs (SEN) code of practice.</p>	<p>Monthly audit process with multi agency partners including parents as of autumn 2019. Feedback reports to be used within team to provide planned and targeted support for practice development. Implementation of quality assurance processes within the team through individual and group monitoring. This will include the monthly monitoring of a sample plan with each officer to look at quality assurance indicators with a supervising senior officer and inform next steps for targeted development. Whole team training planned in relation to writing outcomes, legal compliance as per SEN Code of Practice 2014 and effective identification of needs/provision using advice in plans. Further development of young people/family voice into development of plans through participation in VOICES project, joint work with the Education Psychologist Service (EPS) around effective meetings with families and partnership working with Rotherham Parent Carers Forum to strengthen relationships and gather feedback.</p>

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

Lead accountability

Terri Roche, Director Public Health

Where are we now?

Smoking Status at Time of Delivery

Public Health continues to commission specialist services for smoking cessation in pregnancy. All women are carbon monoxide (CO) monitored and smokers are referred to the in-house specialist service using an opt-out system.

An action plan continues to be overseen by the multiagency smoking cessation subgroup as part of the Maternity Transformation Place Plan. This included the recruitment of an additional quit smoking in pregnancy midwife, who has been in post since April. The Quit Smoking team has an increased presence at the Greenoaks on site at Rotherham Foundation NHS Trust and further additional resources have been resourced, such as model placentas which show the effect of smoking. Improving expertise in working with vulnerable groups has seen some success with the Roma community. The Rotherham NHS Foundation Trust Quit Smoking in Pregnancy Service is performance managed using a Key Performance Indicator.

In addition, the South Yorkshire and Bassetlaw Integrated Care System QUIT programme for patients at Rotherham Foundation NHS Trust, will help support the SATOD work, even though pregnant women are not part of the initiative. As part of this programme the Trust is working towards becoming a truly smoke-free site and culture is changing towards treating smoking, rather than seeing smoking as a lifestyle choice.

Data

The percentage of women in Rotherham smoking at time of delivery decreased from 20.2% to 16.4% between Quarter 1 and Quarter 2 2019/20 (lower is better) and is below the target of 18%. Therefore, overall status is RAG-rated green and direction of travel is improving.

It should be noted that the SATOD rate is measured at delivery therefore it can take up to 9 months to register the impact of the additional midwife who has supported a woman to quit smoking early in her pregnancy.

Childhood Immunisation – DTaP/IPV/Hib (2 years)

No data is available yet for Quarter 2 2019/20, therefore the latest data is for Quarter 1. Data increased from 97.1% to 97.6% between Quarter 4 2018/19 and Quarter 1 2019/20 and is well above the target level of 95% (the level set nationally to ensure control of vaccine preventable diseases). However, although the overall Rotherham level is green, there are a few pockets of low uptake in the borough. NHS England is working with GP practices in Rotherham which have a low uptake in their area (generally the more deprived practices) to ensure equity of access across the population.

Next steps:

- To implement actions identified as part of a recent assessment process, including improving the promotion of key messages about smoking harms and quitting support to pregnant women
- For good practice learned through the smoking in pregnancy team to support implementation of the wider QUIT programme, especially in respect to culture change around ‘treatment’ of tobacco dependence.

Risks and Issues

Risk/issue	Mitigation
<p>1.C1 Achievement has fluctuated over the period of the corporate plan, but given current additional work and resource supporting midwifery smoking cessation work it is hoped to achieve target level or below and, over time, reduce the gap with England average. The aim is to provide evidence of the effectiveness of an additional midwife, and for the post to potentially become permanent. However, adult smoking prevalence in the general population has increased recently (from 16.2% in 2017 to 18.9% in 2018) and in routine and manual workers (from 22.8% to 29.9%) and this may impact on women smoking during pregnancy.</p>	<p>The Service continues to be performance managed.</p>
<p>Rotherham has high rates of smoking in pregnancy as it is a deprived area and all smokers are identified. Every woman is CO (carbon monoxide) monitored at each visit to midwifery.</p>	<p>South Yorkshire and Bassetlaw Integrated Care System – Local Maternity System (LMS) and sub-group are working to decrease the smoking in pregnancy figures.</p> <p>Wider tobacco control work is on-going which will promote a reduction in general population smoking prevalence and contribute to reducing Smoking Status at Time of Delivery (SATOD), such as supporting the hospital to implement the South Yorkshire QUIT programme.</p>

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	Annual				Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Year end 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - June 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan- Mar 2019	Q1 Apr - June 2019	Q2 Jul - Sep 2019	Jul-19		Aug-19	Sep-19
A. Children, young people and families are protected and safeguarded from all forms of abuse, violence and neglect	Sally Hodges, Interim Strategic Director Children and Young People's Services	1.A1	Early Help – Supporting Children, young people and families at the right time with the right care	Children in Need rate (rate per 10K population under 18)	Ailsa Barr - CYPS	low	Monthly	375.5	✔	🕒	320	359.8	411.0	331.7	425.8	360.5	352.3	331.7	319.6	296.8	301.7	279.4	296.8	The number of Children in Need (CIN) cases open (1690); continues to reduce with the overall population reducing by 265 children since Jan 2019 (1955).
		1.A2		The number of children subject to a CP plan (rate per 10K population under 18)	Ailsa Barr - CYPS	low	Monthly	90	✔	🕒	65.4	65.6	114.5	88.9	113.1	107.5	99.4	88.9	95.5	85.2	90.3	89.6	85.2	The trend for the number of children per 10K population with a Child Protection Plan (CPP) remains significantly higher (85.2) than that of statistical neighbours (54.5) and the national average (45.3). However, the numbers of children becoming subject to a plan each month has been steadily reducing since mid 2018.
		1.A3		The number of Looked After Children (rate per 10k population under 18)	Ailsa Barr - CYPS	low	Monthly	106	✘	🕒	76.6	86.6	110.8	112.9	112.9	114.1	111.3	112.9	111.5	109.6	111.5	112.2	109.6	At the end of September the number of LAC had reduced to 623, down from 653 only 12 months ago. This is still higher than the target set, however the BHBC Demand Management Strategy has set a target of safely reducing the numbers which is currently looking to be achievable. The target based upon budget reductions for March 2020 is 104.9 per 10k (600 LAC) (at the time the Council Plan was set 106 per 10k was the agreed budget target).
		1.A4		The proportion of families who rate the Early Help service as Good or Excellent.	David McWilliams - CYPS	high	Monthly	95%	✘	🕒	Not Available	Not Available	Not Available	97.2%	94.3%	96.3%	98.3%	97.7%	97.7%	84.3%	100.0%	75.0%	78.0%	The Q2 result for this measure was 84.3% (against an annual target of 95%). The year to date figure for 2019/20 stands at 90.5% at the end of September.
		1.A5	Children's Social Care Improvement – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	Ailsa Barr - CYPS	low	Monthly	7%	✘	🕒	4.7%	9.2%	9.5%	6.5%	8.2%	7.2%	4.7%	6.5%	10.8%	9.6%	9.1%	9.8%	9.6%	The proportion of children subject to repeat plans within 24 months peaked in Q1 but has seen an improving trend in Q2. This recent peak continues to be explored via dip sampling within the Safeguarding service.	
		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	Ailsa Barr - CYPS	Not applicable	Monthly	No target - not applicable	□	🕒	Not Available	64	85	63	72	55	64	63	54	48	53	52	48	The cohort itself has continued to reduce over recent months.	
		1.A7	Placements - Improve Quality of Care for looked after children	The proportion of LAC experiencing disrupted placements (Definition: % of LAC who have had 3 or more placements - rolling 12 months)	Ailsa Barr - CYPS	Low	Monthly	11.0%	✘	🕒	13.0%	11.9%	13.4%	12.7%	13.8%	12.5%	12.8%	12.7%	12.5%	11.6%	12.2%	12.3%	11.6%	Performance is improving and the success of the Intensive Intervention Programme (IIP) implemented by the Rotherham Therapeutic Team has played a part in this. As well as the improvement in RMBC's Foster Carer Recruitment as a result of the Sufficiency Strategy. It is assumed that performance will improve further over the course of 2020.
		1.A8		The proportion of LAC placed within a Family Based setting	Ailsa Barr - CYPS	high	Monthly	85.0%	✘	🕒	Not Available	81.1%	81.0%	82.3%	81.0%	82.3%	83.8%	82.3%	78.1%	77.9%	78.1%	78.2%	77.9%	The number of children in a family based setting has remained consistent. Market management work will continue to support an increase in the proportion of children living in family based settings through the recruitment of in-house foster carers, and work to enable step-down from residential care to a family based setting wherever possible and appropriate.

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual				Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)			
											Year end 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - June 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan - Mar 2019	Q1 Apr - June 2019	Q2 Jul - Sep 2019	Jul-19		Aug-19	Sep-19	
B. Children and Young people are supported to reach their potential	Sally Hodges, Interim Strategic Director Children and Young People's Services	1.B1	Sustainable Education and Skills	The proportion of pupils reaching the expected standard in reading, writing and mathematics combined at the end of Key Stage 2	Pepe Diasio Assistant Director Education and Skills	high	Academic Year	65%	■		53.9%	60.8%	62.0%	59.2% (Provisional)										The provisional data shows the Rotherham LA average has declined by 2.8% to 59.2% in 2019 compared against a national improvement of 1% to 65. The gap to the national average is 5.8. Final data will be published in December 2019.	
		1.B2		The average attainment 8 score at the end of Key Stage 4 .	Pepe Diasio Assistant Director Education and Skills	High	Academic Year	46	■		48.8	45.0	43.3	44.3 (Provisional)											The provisional average Attainment 8 score per pupil has increased by 1 point to 44.3. The national average has remained at 46.6 (state-funded i.e. LA maintained schools, academies and free schools) and remained at 44.5 (all schools including the independent sector). The LA average is 2.3 points below the national average (state-funded schools) and 0.2 points below the national average (all schools).RESP have identified this area as a key area priority for improvement and have agreed that Leadership and Management III form a key part of the RESP strategic plan for 2019/20
		1.B3		The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4)	Pepe Diasio Assistant Director Education and Skills	high	Academic Year	No target - new measure	■		0.04	0.06	-0.11	-0.14 (Provisional)											
		1.B4 (a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	The number of permanent exclusions in secondary schools	Jenny Lingrell, Joint Assistant Director of Commissioning, Performance and Inclusion	low	Monthly	38	✓	⌚	43	30	41	38 (Academic Year End - July 19)	5	13	12	10	6	7	4	0	3		The academic year end figures have been confirmed for permanent exclusions, therefore the overall status & direction of travel (DOT) for quarter 2 is based on the 2018/19 academic year end figures (July 19).
		The number of permanent exclusions in primary schools		8				✗	⌚	9	8	3	14 (Academic Year End - July 19)	1	0	3	5	5	3	2	0	1		As a result of mainstream schools facing a broader and more complex range of young people with SEMH needs a new SEMH Outreach Team (managed by Aspire) has been put in place and is now operational. Primary SEMH partnerships have also been re-developed and new processes and procedures introduced.	
		1.B5	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	David McWilliams - CYPS	low	Monthly	5.8% combined i) 3.3% (NEET) ii) 2.5% (Not Known) iii) 3.1% (Not Known)	■		Not Available	5.7% combined i) 2.6% (NEET) ii) 3.1% (Not Known)	5.8% combined i) 3.3% (NEET) ii) 2.5% (Not Known)	5.8% combined i) 3.3% (NEET) ii) 2.5% (Not Known)	6.5% combined i) 3.5% (NEET) ii) 3.0% (Not Known)	16.4% combined i) 1.4% (NEET) ii) 15% (Not Known)	7.7% combined i) 3.1% (NEET) ii) 4.6% (Not Known)	5.4% combined i) 3.3% (NEET) ii) 2.1% (Not Known)	6.1% combined i) 2.5% (NEET) ii) 3.6% (Not Known)	Data not yet available (see data notes)	6.6% combined i) 2.8% ii) 3.9%	7.7% combined i) 3.8% ii) 3.9%	Data not yet available (see data notes)		Data September and Quarter 2 not yet available due to the extended deadline for DfE returns. The annual target is measured as an average across the Dec, Jan and Feb returns.	
		1.B6	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	Jenny Lingrell, Joint Assistant Director of Commissioning, Performance and Inclusion	high	Monthly	Qtr 1 - 55% Qtr 2 - 70% Qtr 3 - 85% Qtr 4 - 90% (cumulative)	✓	⌚	58.30%	52%	57.0%	57.1%	48.0%	65.0%	51.0%	64.0%	86.0%	72% (cumulative ytd)	69.4%	58.6%	61.1%		Progress is being made towards all children and young people having an Education, Health and Care plan issued within statutory timescales. A recent increase in requests for statutory assessments has impacted on the service in terms of capacity due to the assessment timescales.	
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)	Gilly Brenner, Consultant in Public Health	Low	Quarterly	18%	✓	⌚	18.1%	17.1%	19.9%	17.9%	16.4%	18.1%	17.6%	19.6%	20.2%	16.4% (provisional)				Data decreased from 20.2% to 16.4% between Quarter 1 and Quarter 2 2019/20 (lower is better) and is below the target of 18%. (Note - data was available earlier than usual direct from the data source and is not yet published.)	
		1.C2		Childhood immunisation - % of eligible children who received 3 doses of DTaP / IPV / Hib vaccine at any time by their 2nd birthday (diphtheria, tetanus and pertussis/polio/Haemophilus influenza type b)	Gilly Brenner, Consultant in Public Health	High	Quarterly	95%	✓	⌚	96.7%	96.7%	97.2%	96.6%	96.8%	98.3%	97.8%	97.1%	97.6%	n/a (due December 2019)				Data increased for the latest quarter available (Q1 2019/20) from 97.1% to 97.6% (higher is better) and is above the target level of 95%. The full year figure for 2018/19 was 96.6% also above the target level. National target is 95% to ensure control of vaccine preventable diseases.	

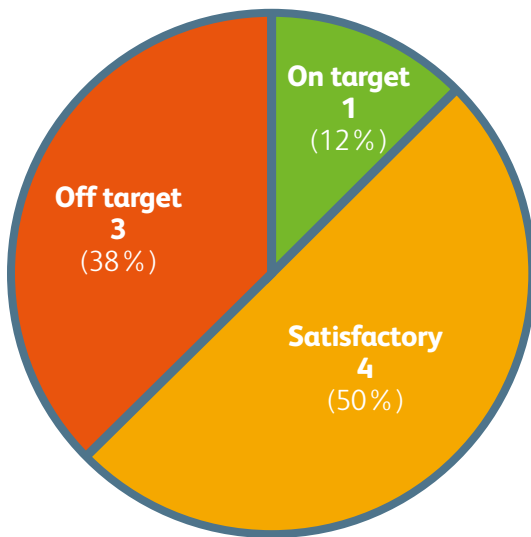


PRIORITY 2: Every adult secure, responsible and empowered

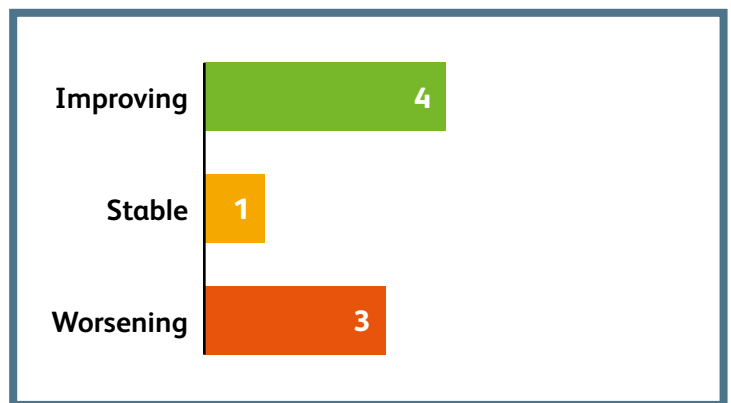
Performance headlines

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

Target Status



Direction of Travel



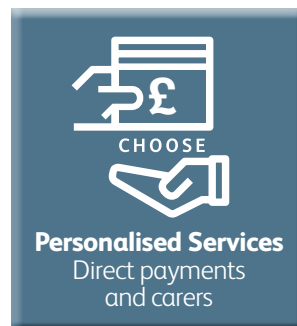
(Of the three worsening, one is off target and two are satisfactory).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable).

Areas performing well or improving



(measures which are on track and direction of travel is improving)



(2.B4) Number of carers assessments

300 against a cumulative target of 567 (higher is better).

Areas for improvement



(measures which are off track and direction of travel is worsening)



(2.B8) All age total number of people supported in residential/nursing care for adults.

946 against a target of 900
(lower is better).

The service is monitoring admissions monthly via the Wellbeing Forum. A performance clinic has taken place and an action plan developed to help identify longer term alternatives to residential care. Ongoing monitoring of the action plan is taking place.

Outcome A: Adults are enabled to live healthier lives

Lead accountability

Terri Roche, Director Public Health

Where are we now?

The Public Health Outcome Framework indicator (ref 2.15i) 'successful completion of drug treatment (opiate users)' gives the number of users of opiates that left drug treatment successfully (free of drug(s) of dependence), who do not then re-present to treatment again within 6 months, as a percentage of the total number of opiate users in treatment. Change Grow Live Rotherham (CGL), the Council's local drugs and alcohol service provider did not achieve their first-year target of 1.5% uplift on 4.3% baseline from April 2018 (service provider initiation).

However, there are early indications that the remedial action plan that has been in place for 12 months to identify clients who are ready to leave treatment and targeted recovery work is now starting to impact.

CGLs input to the national data system (NDTMS) is indicating successful completions (albeit without full re-presentation lag period accounted for) at 6.2% for September 2019 which is higher than the national average of 6.1%, which indicates a good proportion of clients are leaving successfully.

Public Health England (PHE) national averages for re-presentation are at 15.6%. However, in contrast to this Rotherham has reduced their re-presentations from 4% in July to 0% in September 2019. This suggests that clients are being appropriately discharged successfully and are much less likely to re-present than nationally.

The combination of good successful completions and low re-presentations suggests that more clients are leaving with treatment completed (i.e. not dropped out) and fewer are returning within the 6-month time period than previously. The regional NDTMS data team, part of PHE has confirmed that improvement is being seen but will take time to come through into the published figures due to the reporting time-lag.

There is now confidence that the increase in successful completions, to above the national average, alongside the reduction in re-presentations, to below the national average, shows that more people in Rotherham are achieving sustained recovery.

Next steps:

- The Council’s drugs and commissioning lead will continue to work closely with the provider team at CGL to monitor performance and balance this with quality to ensure that when performance is improved this is not at the expense of the agreed quality indicators.

Risks and Issues

Risk/issue	Mitigation
CGL are expecting a follow up CQC visit which may take the focus temporarily from the performance.	The CQC action plan is almost complete with the remaining identified improvement work on the building planned to be finished by mid-November 2019.

Outcome: B Every adult secure, responsible and empowered

Lead accountability

Anne Marie Lubanski, Strategic Director Adult Social Care and Housing

Where are we now?

The new Adult Social Care (ASC) Pathway preparations are in place and new models of working and structures will start on a phased basis from 21st October 2019. This will also include the further roll-out of the staff training and development coaching programme.

During Quarter 2, there has been a mixture of improving and declining performance across the seven reportable measures, resulting in two measures now being rated as ‘off target’. The service has been alerted to this and has taken several positive steps. This has included undertaking deep dive exercises and performance clinics, which will be ongoing in order to provide assurance that performance through to year-end will be maximised, in order to achieve targets or mitigate risks where targets can’t be fully achieved.

Current assessments for projected year-end performance for each measure are provided below:

The proportion of people, subject to a safeguarding enquiry, who felt their personal outcomes were met during Quarter 2 improved to 96.2% (125 of 130) compared to 96.0% in Quarter 1. The long-term trend has seen an improvement from 72% in 2015/16 to a sustained level of improvement of over 90% for the last two years. In two of the three months in Quarter 2 performance for ‘outcomes met’ achieved 100%. Although improved, the current target of 98% is challenging and probably not going to be met, as it would require an almost 100% return of people’s outcomes being met through to year-end. The in year to date numbers of people feeling their outcomes were not met increased in Quarter 2 but at a slower rate from 3 to 5. Variations in performance can be due to low numbers and where people’s preferred outcomes e.g. prosecutions were not achievable. Management actions to review the 5 ‘not met’ cases are underway to quality assure recording and identify any learning which can be applied in the future.

Enabling people to self-serve or be signposted to universal services is a priority for Adult Social Care and various actions are being taken to ensure that appropriate information and advice is provided at first point of contact; examples include making use of assistive technologies such as the 'Alcove project' which uses devices like 'Alexa' to improve safety and wellbeing in a person's own home without the need for formal services. During Quarter 2 38.3% (a fall from 39.3% in Quarter 1) of people were provided with information and advice at the first point of contact, against a target of 40%. As part of the new Adult Social Care Pathway roll-out from late October 2019, people who present to the Council's contact centre are set to be supported by the new models of working and this may result in a lower numbers of people contacting adult social care, as their needs have already been met by the Council's preventative offer. Work to ensure true outcomes are captured and reflected is being undertaken with front line managers operating the existing Single Point of Access and the new contact centre model. New performance measures may need to be developed to demonstrate the impacts of the Council's new preventative offer.

Carer's assessment numbers have remained on target during Quarter 2 reporting a mid-year 300 to date, this rate is projected to be maintained through to March 2020 (i.e. 600 by year-end) and the 567 target should be surpassed. In addition, it is anticipated that there will be further improvements as a result of the new carers offer, linked to the new Adult Social Care Pathway.

The proportion of adults receiving long term community support via a direct payment continues to perform above 2018/19 levels and the Quarter 2 activity is broadly steady at 23.3% and is assessed as 'progress is satisfactory but is not yet fully achieving target set'. This is slightly below the 23.5% of Quarter 1 but is still 2% higher than the same period last year. The service projects that the target is still achievable, as those reviewed take up the direct payment option, reducing the numbers currently supported by commissioned services. This reflects sustained changes in practice, reductions in the use of managed direct payments and continues to promote people to have more choice and control.

Work has been taking place to modernise the reablement service and early feedback from the 'pilot' working in the north of the borough has been positive, with people achieving their outcomes and receiving a more personalised and less task and time-based service. A more responsive service has also led to improved independence and earlier identification of where enabling is not the best solution. The service's modernisation will support the new Adult Social Care Pathway and maximise independence for people and in turn reduce the reliance on social care support. Performance in relation to the proportion of new people who receive the short term reablement (enablement) service with an outcome of no further requests has reduced to 89.8% in Quarter 2 compared to 91.2% in Quarter 1, (against a target of 90%), however, some of this could be due to the changing cohort accessing the service as the default offer from Adult Social Care.

The short term reablement (enablement) cohort is expected to see higher volumes of numbers offered the service in 2019/20 and more complex people being supported, who may require some level of long-term community support (but generally at a reduced level. Whilst this reduces the service's historical extremely high level of performance, it is becoming more aligned to levels achieved by Council's that have a more mature reablement offer in place. The current 2017/18 benchmarking data shows a wide variance across Councils, with a national average of almost 78% but also a regional average of around 72%. A reduction from a Rotherham high of 93.5% was expected this year, but it may be that, that acceleration is a little quicker than anticipated when the 90% target was set. Updated 2018/19 benchmarking, released in later October 2018/19, will allow for reflection on realistic levels of performance.

To optimise independence and support people in their community, rather than in a 24 hour care setting, during Quarter 1 there was a focus on reviewing short term residential and nursing placements. This led to an increase in the number of permanent admissions, when previously these would have been reviewed over the year. Despite the increase, Quarter 1 performance demonstrated satisfactory progress towards the annual target. However, the 73 new admissions in Quarter 2 brings the year to date total to 154, which is higher than the expected Quarter 2 milestone rate of 145 and means the measure is now rated off target. Although off target, the 'gap' has positively narrowed and provides a continued improving trend quarter on quarter (as 73 new admissions, is better than Quarter 1 and the Quarter 4 period which reported 81 and 103 admissions respectively).

Performance clinic actions identified in September 2019 have been identified to improve performance through to year-end where possible. There is also acknowledgment that Rotherham's recent four year on year improvement trajectory since 2015/16 to 2018/19 of both the reduction on new permanent admissions (high of 432 to low of 303) and total number supported (high of 1,288 to low of 933), may now be approaching, its need based 'floor' level therefore making any further reductions harder to achieve.

Next steps:

- Over the next three months, the service will be transitioning to new ways of doing usual day-to-day business and will primarily be focusing on the implementation, supporting and responding to early findings of the Adult Social Care Pathway which will 'go live' late October 2019. This is a significant phase of the project, impacting across the whole of the service and includes;
 - Final recruitment of remaining vacancies to new job roles and structures
 - Reviewing, refreshing and testing key processes and customer pathways across adult social care, including interfaces with health and other services
 - Ensuring I.T. systems reflect the new ways of working and the right equipment is in place to support workers in a new agile working style
 - Establishing comprehensive performance management and case management reporting arrangements, including performance clinic actions
 - Implementation of a staff training and development programme, including using the coaching programme 'Perform+'.

Risks and Issues

Risk/issue	Mitigation
Intended outcomes of the new Adult Social Care Pathway may be affected or delayed if the necessary changes to service delivery do not happen or are below expectations.	The Adult Social Care Pathway has a detailed project plan and risk log so that any impact can be predicted and mitigated.

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	Annual				Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)				
											Year end 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - Jun 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan - Mar 2019	Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Jul-19		Aug-19	Sep-19		
																									Q1	Q2
A. Adults are enabled to live healthier lives	Terri Roche, Director of Public Health	2.A1	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Successful completion of drug treatment – a) opiate users (aged 18-75)	Gilly Brenner, Consultant in Public Health	High	Quarterly	1.5% absolute increase on the value at new provider starting point in April 2018 (Target = 5.8%)	✘	🕒	6.3% (2015)	3.9% (2016)	4.2% (2017)	4.1% (2018)	4.2%	3.8%	3.5%	3.1%	4.1%	n/a (due November 2019)				Q1 data 4.1% (published September 2019, since previous performance report) shows significant improvement on the previous quarter (3.1%). However, this is still below the target (5.8%). An action plan is in place and early indications from service data suggest current service delivery is good and further improvements should be seen in future data, though predictions are complicated by the time delay associated with re-presentations.		
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	2.B1	Make safeguarding personal	The proportion of Safeguarding Adults at risk who felt their outcomes were met.	Ian Spicer - Assistant Director of Independent Living and Support	High	Monthly	98% (Cumulative)	●	🕒	72%	85%	98.3%	97.13%	96.60%	96.50%	99.05%	95.74%	96.0%	96.2% (Cumulative)	100.0%	77.8%	100.00%	The five year trend for this measure has seen considerable improvement to raise from a 2015/16 low of 72% to an established performance of over 90%. Whilst 2019/20 target of 98% is challenging the measure still performing well. In Q2 DoT trend improved 0.2% to 96.2%, but performance is worse than 2018/19 year end (97.1%) and is just below last year's comparable Q2 (96.5%). This measure's % is impacted due to low numbers. In real terms, during the current year, only five adults outcomes were not met. The Service is confident that QA processes will either recover performance towards achieving challenging target of 98% or will show that for some adults their preferred outcome may have not been realistic or achievable (e.g. prosecution). Recording quality assurance checks and case level investigation continue to be monitored to maximise performance and learning.		
		2.B2	Ensure that information, advice and guidance is readily available (e.g. increasing self assessment) and there are a wide range of community assets which are accessible	The proportion of people contacting adult social care who are provided with information and advice at first point of contact, (to prevent service need).	Jayne Metcalfe-Head of Service - Front Facing Services	High	Monthly	40%	●	🕒	N/A	N/A	N/A	38.80%	N/A	N/A	40.3%	38.80%	39.30%	38.30%	39.00%	37.30%	35.00%	In Q2 DoT trend worsened by 1% to 38.3%, performance is slightly below last year's outcome of 38.8%. This is partially due to new staff and an increase in recording of 'No Further Action', in reality 'NFA' is known to be a rare outcome as customers almost always receive some kind of redirection guidance to more appropriate services. With this in mind the overall status assessed as 'satisfactory' as the service still believe the target can be reached by year end. Some of Current management actions ensuring full data capture and recording of when information and advice given is expected to positively support performance recovery through to year end.		
		2.B3	Improved approach to personalised services – always putting users and carers at the centre of everything we do	The proportion of Adults receiving long term community support who received a direct payment (excludes managed accounts)	Ian Spicer - Assistant Director of Independent Living and Support	High	Monthly	25%	●	🕒	17.5%	19.2%	20.30%	23.28%	20.50%	21.25%	21.71%	23.28%	23.50%	23.30%	23.3%	23.3%	23.3%	In Q2 DoT trend broadly stable, performance at 23.3% is better than final year end. The rolling year Q2 comparison shows a 2+% improvement and if the 2018/19 trend for in year outcomes is repeated then the service remains confident that yearend target will be achieved.		
		2.B4		Number of carers assessments	Jayne Metcalfe-Head of Service - Front Facing Services	High	Quarterly	567	✔	🕒	2,420	771	2,051	556	123	148	95	173	149	300	60	55	36	In Q2 DoT trend positive at accumulative 300, performance is 29 better than comparable Q2 and trajectory is above the Q2 milestone of 284 needed to meet target. Performance management actions remain in place and Service is engaging with all teams to sustain and improve performance service wide, also taking account of in year new ASC pathway of working. Service is confident that yearend target will be achieved		
		2.B5	Modernise Enablement Services to maximise independence, including: • Intermediate care • Enabling • Prevention agenda • Developing community assets	The proportion of people (65+) offered the reablement service after discharge from hospital	Chris Corton - Head of Service - Single Point of Access and Enablement Services	High	Annual	2.6%	■													Due March 2020				Data will next be available in March 2020
		2.B6		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Chris Corton - Head of Service - Single Point of Access and Enablement Services	High	Monthly	90% (Cumulative)	●	🕒	86.1%	81.9%	88.50%	93.50%	89%	91% (Cumulative)	90.4% (Cumulative)	93.5% (Cumulative)	91.20%	89.8% (cumulative)	91.10%	88.90%	83.30%	In Q2 DoT shows a dip in performance to just below the year end target of 89.8% but remains high compared to national averages. Management actions are monitoring the Qtr 2 activity to identify reasons for month on month downturn but this may be due to service transformational changes and the wider cohort profile of adults now accessing the service. This will continue to inform the Service as it progresses to take account of in year new ASC Pathway of working. As the pathway embeds and the service supports a wider range of needs, there is an accepted risk within the service that performance against this indicator may reduce and be more aligned to the national and regional averages of approximately 78% and 72% respectively. However the real term numbers of customers successfully supported should increase.		
		2.B7	Commission services effectively, working in partnership and co-producing with users and carers; use resources effectively.	All age numbers of New permanent admissions to residential nursing care for adults	Ian Spicer - Assistant Director of Independent Living and Support	Low	Monthly	280 (Cumulative)	✘	🕒	432	356	334	303	70	145 (Cumulative)	202 (cumulative)	305 (Cumulative)	81	154 (cumulative)	28	18	19	In Q2 DoT trend worsened to 154 although (reducing from a July high of 28 to qtr low in Aug of 18), but Qtr 2 cumulative comparison to 2018/19 is higher at 154 v 145 (but the gap has positively narrowed to 9 from 11), and provides a continued improving trend quarter on quarter as 73 new admissions is better than the last Q1 and previous Q4 period which reported 81 and 103 admissions respectively. The reason for some of the increased numbers of admissions is that the Service has been undertaking early in Qtr 1 and 2 the reviewing of those people with a current short stay status. This has meant effectively front loading in quarter 1 and 2, rather than a gradual increase over the four quarters and a year-end spike of those people formally on short stays who become permanent during the year. This planned number of admissions however at Q2 is above the re-profiled Q2 milestone of 150 (85+65). Evidence that supports this Service view is that the current total number of short stays at Q2 is 44 versus the year-end total of 80 plus a review of these has identified some that have opportunity to return to community based support packages avoiding permanent admission. The Service is monitoring admissions monthly and via Wellbeing Forum and remains confident that further improvement towards year-end target will be achieved. A performance clinic has taken place and is to identify longer term alternatives to residential care from Commissioning and partner developments as part of on-going monitoring of the action plan.		
2.B8		All age total number of people supported in residential/nursing care for adults	Ian Spicer - Assistant Director of Independent Living and Support	Low	Monthly	900	✘	🕒	1,288	1,111	1,023	933	998	975	943	933	931	946	944	940	946	As per actions for 2.B7 the short stay reviews have also impacted on Qtr 2 overall number supported in residential care (as more become permanent than usual trend) . However, the in qtr 2 trend has increased and now assessed as off target. The Service will continue to monitor alongside actions for 2.B7 to provide assurance that performance mitigates risk of not achieving yearend target.				

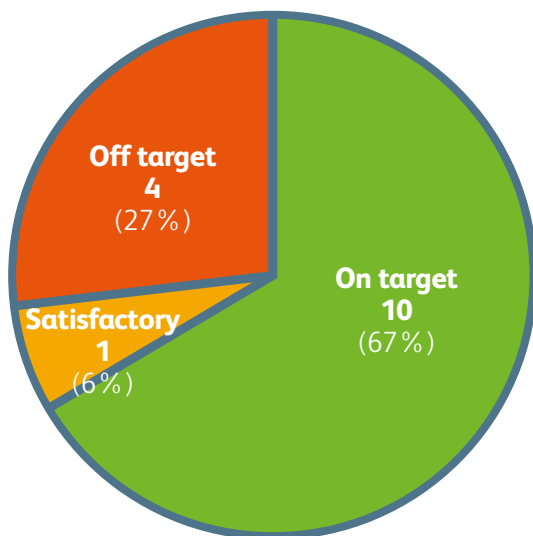


PRIORITY 3: A strong community in a clean, safe environment

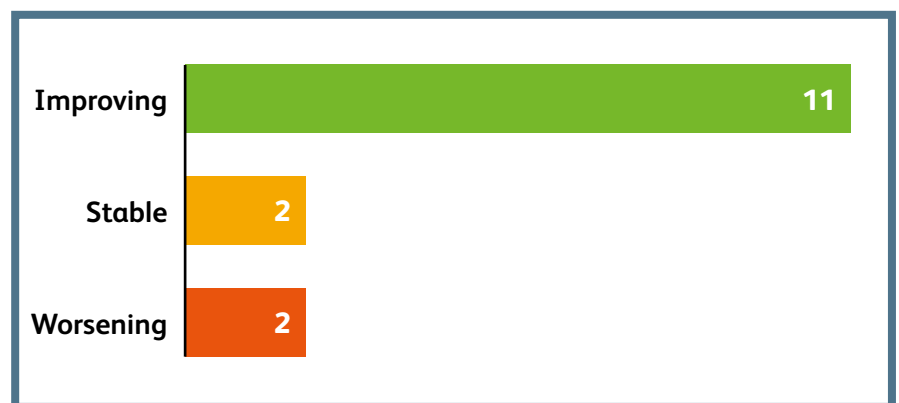
Performance headlines

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

Target Status



Direction of Travel



(Of the two worsening, one is off target and one is on target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable).

Areas performing well or improving



(measures which are on track and direction of travel is improving)



(3.A1b) Reduce the number of repeat victims of ASB
32 against a target of 50 or fewer repeat callers per quarter (lower is better).

(3.A3a) Total number of referrals to Domestic Abuse support services
864 against a target of 700 per quarter (higher is better).



(3.A6) Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn, develop their skills or get a job
108,709 (227,645 cumulative) against a >350,000 cumulative annual target (higher is better).

(3.A7) Customer satisfaction with culture, sport and tourism services
92.12% against a target of >90% across all Culture, Sport and Leisure Services (higher is better).

(3.A8) Number of visits to the Councils, Culture and Leisure facilities
1,413,380 visits (2,721,979 cumulative) against a 3,500,000 cumulative annual target (higher is better).

Areas performing well or improving



(measures which are on track and direction of travel is improving)



(3.B2a) Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions)

27 (38 cumulative) against a target of 37+
(50% increase in prosecutions for the year)
(higher is better).



(3.B5) The proportion of waste sent for reuse (recycling and composting)

48.44% (current estimate for March 2019 - 46.32%)
against a target of 45%
(higher is better).

Areas for improvement



(measures which are off track and direction of travel is worsening)



(3.A2) The proportion of positive outcomes over the year, for reported Hate Crime cases

All investigations 6.2% Investigations completed 7.5% against a target of 20%
(higher is better).

A programme of improvement action by Rotherham Local Policing Unit is underway to ensure positive outcomes are achieved wherever possible.

Outcome A: Communities are strong and people feel safe (also contributes to priority 2 Every adult secure, responsible and empowered)

Lead accountability

Paul Woodcock, Strategic Director Regeneration and Environment

Shokat Lal, Assistant Chief Executive

Where are we now?

The 40th Anniversary of Rotherham Show took place on 7th and 8th September 2019 at Clifton Park welcoming an estimated audience of between 75,000-80,000 visitors over the weekend. This year's show featured increased artistic content supported and enabled through a £78,000 grant from Arts Council England and sponsorship from a range of partners including AESSEAL, Places Leisure and Dignity. This enabled the creation of a new children and families' zone, a new celebration stage to showcase artists from BME and diverse musical traditions and the employment of a wide range of local artists who had previously not had the opportunity to showcase their work at the show. There were over 200 new entries to the Made in Rotherham exhibition, showcasing residents' talents in horticulture, baking and craft. The overall evaluation for the show is still ongoing with a final report due by the end of October 2019. The event received 5* reviews on Facebook and exceptional feedback from residents, visitors and partners alike.

Rotherham Show also saw the launch of the Cultural Strategy, with its mission 'to enable more people to get active, creative and outdoors, more often'. Research tells us that increasing participation will lead to improved health and wellbeing, improved educational attainment, better job prospects and strengthened community cohesion. Despite often inclement weather, Quarter 2 saw increased numbers of visits: 1,413,380 compared to 1,246,710 in the same quarter last year, an increase of 166,670. This is a cumulative increase for the first 6 months of the year of 360,771, (2,721,979 compared to 2,361,208). Projects such as the Heritage Lottery funded Young Roots project which will create a panel of young curators to inform future exhibitions and programming; an Esmée Fairbairn funded project supporting engagement with Black and Minority Ethnic (BME) communities through the World Cultures collection and Flux Capacitor, supported by Arts Council England, are all helping to drive up engagement, particularly amongst those who have had limited opportunity to take part previously.

The appearance of blue-green algae at Rother Valley Country Park has put the lakes out of action over the peak summer period. This has had a severe impact on visitor numbers, particularly those interested in water-based activities and dog walking. In response, officers have diverted events to other locations where possible. This included moving the National Open Water Swimming Championships to Thrybergh and the Kerala International Dragon Boat Racing to Manvers. Partners, participants and visitors have all fed back positively on the efforts made by staff to accommodate these important events and keep them in Rotherham. Meanwhile the blue-green algae is being closely monitored and it is anticipated that this will be resolved by the time the new summer season begins in 2020.

During Quarter 2, consultations took place on the Library Strategy and future service offer. The purpose of this consultation was to seek the views of Rotherham residents who use the library service, how they use it and what service offerings are important to them. It also questioned residents who do not use the library service about why they do not use it and what would make them more likely to visit. To ensure full engagement, the service collected information in several ways, including drop in sessions at each library, focus groups with various stakeholders and an online web survey. By the end of the consultation period the service received: 665 online survey returns; 227 children and young people's online survey returns; and undertook 350 face to face

conversations with various stakeholders. Feedback from this initial engagement has been combined with the results of the Local Government Association (LGA) Peer Review, a comprehensive local assessment of need and an equality analysis. A draft Library Strategy for 2020 – 2025 is expected to be launched in Quarter 3 for further public consultation.

A key game-changer of the new Cultural Strategy is the need for a new programme of amazing events. Beyond a revitalised Rotherham Show, work is well underway to celebrate becoming the official host for Yorkshire Day in 2020 and the first Women's European Football Championships in 2021. An important aspect of this work is about the wider impacts of a high quality and ambitious events programme, building pride, bringing residents together to reduce isolation and improve community cohesion; strengthening the economy through place-making and encouraging visitors to the borough.

Action plans have been developed to address the key factors that influence how the public perceives the issue of anti-social behaviour. These plans will address the areas of fly-tipping, drugs and off-road motorcycling.

The Fitzwilliam Road Public Space Protection Order (PSPO) was launched in mid-September. Breaches of the PSPO in this initial period have been dealt with through formal warning, with 4 being issued. Fines are now being actively issued.

Rotherham Ethnic Minority Alliance, (REMA), have appointed a new hate crime coordinator for the Safer Rotherham Partnership, (SRP), Upstanding Against Hate Crime project. To date, 5 taxi firms and 2 takeaways have signed up to be 'upstanders.' The project focuses on engaging with community members and businesses to pledge to take a stand against hate with the aim of preventing hate crime. 15 BAME-led firms, (Black, Asian and Minority Ethnic owners/Directors) have also been visited and the co-ordinator has spoken with the managers of those businesses regarding Hate Crime, reporting such crimes and educating their staff.

On Tuesday 9th July 2019, a taxi driver Hate Crime awareness raising event took place. This event delivered training to over 150 taxi drivers, operators and owners. Future events aimed at takeaway owners and delivery drivers are also planned.

The proportion of positive outcomes on hate crime is still below the target of 20% and has seen a decline over the last two years. This is in the context of similar declining figures in other South Yorkshire local authority areas and nationally.

Hate crime is the continuing focus for improvement action, progress includes charge/summons, youth caution, adult caution or community resolution. Where action was not taken, this was due to reasons no suspect being identified, the victim not supporting Police action, or difficulties obtaining evidence. Actions are being taken by the Local Policing Unit in Rotherham to increase the overall percentage of positive outcomes to hate crime. All new reports are allocated to teams as part of daily senior leadership meetings to ensure investigations can be started quickly and checks to victims of ongoing cases are being made to make sure seven day call backs are being received to ensure satisfactory progress is being made resolving each case.

The use of restorative justice is increasing to provide an alternative positive option where the victim does not wish to proceed with prosecution action.

In order to identify further improvement action, the Overview and Scrutiny Management Board will hold a performance session on 29th October 2019 and actions will be agreed with partner agencies based on the in-depth review and recommendations.

All Schools across Rotherham are part of Operation Encompass, where schools are notified when a domestic abuse incident has occurred in the last 24 hours or over the weekend, where police have attended and where a student may be affected. Police information is sent to the Education Representative in the Multi Agency Safeguarding Hub, (MASH), who then notifies Rotherham schools.

Schools receive a notification before the school day begins and they then monitor the possible impact on the student. If support is required it can then be offered. Rotherham, Sheffield and Doncaster LA's have all signed up to the Operation Encompass scheme. Rotherham, Sheffield and Doncaster local authorities have all signed up to the scheme and talks are ongoing which could see Barnsley adopt the same procedures.

Next steps

- Library Strategy: A final needs assessment, to bring together all the research and consultation undertaken to date, will be considered by Cabinet in December 2019 and will include a request to go out to a final phase of consultation on a draft Library Strategy from January to March 2020. Feedback from this consultation will inform a final version, including revised service offer and any associated budget savings which will be presented back to Cabinet and Council for consideration
- Construction of the new Brinsworth Library has commenced and is scheduled to open in November 2019
- A report to Cabinet to recommend consultation to support a review of the Taxi Licensing Policy will be brought forward in Quarter 3. If approved consultation will take place in early 2020
- Develop a revised approach and new delivery model for Rotherham Show from 2020
- Licensing and Gambling Act policy reviews are to be undertaken
- Work to improve the licensing application process, through the development of online systems is ongoing. A test system has been made available by the system operator (Jadu) and testing is to commence in Quarter 3
- Overview and Scrutiny Management Board performance session to be held on 29th October 2019 focussed on hate crime and fly tipping.

Risks and Issues

Risk/issue	Mitigation
Blue Green Algae at Rother Valley Country Park continues to impact on visitor numbers	The situation is being closely monitored and is expected to be resolved by the start of the summer season in 2020.
Hate Crime – the proportion of positive outcomes (action taken) on hate crime continues to perform below the target of 20%	Continue mitigation actions as outlined above.

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

Lead accountability

Paul Woodcock, Strategic Director Regeneration and Environment

Where are we now?

In 2017/18 the Council provided a capital allocation of £10m over three years to improve the condition of the road network. 2019/20 is the third and final year and £3m will be invested to improve the condition of the unclassified network which totals more than 700km of roads. Current Highway Asset measures show the percentage of roads identified as in a GREEN condition, which means good and does not require repair, has increased. The measure of unclassified roads that are identified as in an AMBER condition remains static, ensuring that the proportion in Red condition has not increased. The Council has adopted best practice to target roads that have been assessed as in an AMBER condition rather than “worst first” i.e. focus on RED condition roads.

The street scene service has experienced excessive weed growth throughout the borough during this year; mainly due to the warm and wet weather conditions and a build-up of detritus on central reservations and footways over a number of years, that are not able to be addressed through an annual programme. Work was carried out in two areas, non-arterial and arterial routes. In non-arterial areas (high footfall locations, footpaths and resident enquiries) two mobile teams, one working in the East of the Borough and One in the West tackled excessive weed growth.

In arterial areas, (the main routes into the borough, dual carriageways or heavy traffic routes), which require traffic controls and the use of skilled staff to allow work to be undertaken, work has progressed more slowly than programmed due to issues with the volumes of weeds and detritus, weather conditions and other activity on the network. Whilst delays have been experienced, the work has delivered significant improvements in the areas already completed. Work to date has removed in excess of 40 tonnes of detritus from the carriageways completed.

The contractor will not hit the targets established within the Service Level Agreement with Doncaster Metropolitan Borough Council to provide enhanced enforcement for incidents of Enviro-crime. However the Corporate Plan target of 2,000 fines issued during the year is anticipated to be achieved by year-end and potentially earlier by the end of Quarter 3. Performance has been adversely affected by recruitment and retention of staff, including team leaders.

At the end of Quarter 2, 41,416 residents had signed up for the chargeable waste service. Renewals of the garden waste collection service will begin in November, and will include the ability to pay for the service via direct debit.

Although the performance in terms of missed bins is still below the standards, the June to September period has seen a considerable improvement in performance, with 29% fewer bins being missed per 100,000 collections. September's monthly figure of 65.6 missed bins per 100,000 collections compares favourably with the national average for this performance measure, which is 64.35%.

The introduction of new recycling services continues to increase recycling rates, with paper and cardboard recycling rising by 28 % from 1st April 2019 to 31st August 2019 against the same period last year and plastics recycling rising by 46 % over the same period. The project to deliver recycling to flats has commenced and at the end of Quarter 2, 70 % of Council flats can recycle under the new scheme.

Next steps:

- Deliver recycling to the remaining 30 % of Council flats, with a planned 12th December 2019 cut-off date. This will avoid any impact on Christmas waste collections
- The service will continue to monitor the weed removal programme and work towards completion by year-end.

Risks and Issues

Risk/issue	Mitigation
As the roll-out of recycling to flats continues, there may be risks associated with an increase in customer complaints and coordination of the works required to deliver the project.	An extensive communication and engagement programme will continue and progress will be monitored.
Volatility of recycling markets continues and could see increased treatment costs.	Mitigated by contract arrangements and close and regular monitoring of material markets.
As the focus continues to deliver enforcement activity for enviro-crime outside the town centre, there is a consequent impact on overall performance.	The number of fines issued is very often reliant on a concentrated public footfall, making the town centre the most likely arena to improve performance.

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	Annual												Quarterly			Monthly			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 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - June 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan - March 2019	Q1 Apr - June 2019	Q2 Jul - Sep 2019	Jul-19	Aug-19	Sep-19						
A. Communities are strong and help people to feel safe	Paul Woodcock, Strategic Director Regeneration and Environment	3.A1(a)	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework	Public perception of ASB (via the "Your Voice Counts" quarterly survey)	Tom Smith - Regeneration and Environment	Low	Quarterly	43% or lower	✔	🔄	30%	32%	34%	44%	34%	48%	43%	44%	39%	39%							The measure on ASB perception remains static at 39% of responders who perceive ASB as a big or fairly big problem in their area. This is a better return than Barnsley and Doncaster who report perception rates as 41% & 45% respectively.		
		3.A1(b)		Reduce the number of repeat victims of ASB	Tom Smith - Regeneration and Environment	Low	Quarterly	50 or fewer repeat callers per quarter	✔	🔄					309 (total for year)	138 (total for year)	46	38	31	28	46	32						As per last quarter, the way that ASB incidents are extracted from Smart Contact through BI has changed. This is due to a difference in extraction methods raised through the last Analyst Working Group. This method led to an increase in figures (compared to what we were extracting on) as some incidents that were initially recorded as a Crime, Public Safety etc. were closed as ASB. Therefore, any trends or comparisons should be interpreted with caution.	
		3.A2		The proportion of positive outcomes over the year, for reported Hate Crime cases	Tom Smith - Regeneration and Environment	High	Quarterly	20%	✘	🔄	38%	22%	Currently not available, see data notes	15%	12.9% which equates to a 1.1% reduction on the same period last year.	19.7% which equates to a 4.5% increase on the same period last year.	14.3% which equates to a 3.7% reduction on the same period last year.	All investigations - Outcomes 1-8 (excl. 5): 13.3%	All investigations - Outcomes 1-8 (excl. 5): 13.7%	All investigations - Outcomes 1-8 (excl. 5): 6.2%							Please note changes in data for Q4, Q1, due to submission of audited data from SYP. The recording of crime outcomes are more reliable due to work by the data quality team, however, the improvement of suspect outcomes is still work in progress. Based on the 146 Hate Crimes, there were 6.2% positive outcomes/action taken (based on outcomes 1-8 excluding 5), however, there are 26 investigations ongoing (at time of extraction). Therefore, based on the 120 crimes with an outcome, positive outcomes/action taken for these is 7.5%. 9 investigations resulted in a positive outcome/action taken - 4 charges/summons and 5 community resolutions. Reporting of low level incidents with no/very few lines of enquiry is reflected in the outcomes, with investigation complete - no suspect identified accounting for 50% of this quarter's outcomes. There are still 2 investigations outstanding in Q4 18/19, 5 in Q1 19/20 and 26 in Q2 19/20 so these figures are subject to change.		
		3.A3(a)	Ensure an robust, effective and efficient licensing service	Total number of referrals to Domestic Abuse support services	Tom Smith - Regeneration and Environment	High	Quarterly	700 per quarter	✔	🔄				2,855	692	675	761	727	710	864								This is an increase in referrals from Q1. The increase is across South Yorkshire and comes mainly from police referrals, training and awareness raising has also increased in the Borough which will impact on more victims disclosing. This is positive however it does impact on the DA services who are supporting victims. The repeat rate remains within the SafeLives guidance of 35-42% and Rotherham currently has 37% repeat.	
		3.A3(b)		The proportion of people receiving Domestic Abuse support who are satisfied with the service	Tom Smith - Regeneration and Environment	High	Annual	80%	■	🔄					71% (further 20% partly satisfied)				71% (further 20% partly satisfied)										
		3.A4(a)	Ensure an robust, effective and efficient licensing service	The number of on the spot inspections of taxis	Tom Smith - Regeneration and Environment	High	Quarterly	10% of licensed vehicles and drivers annually (110 and 80 respectively)	●	🔄					127	37	19 (Cumulative 56)	17 (cumulative 73)	54 (127 cumulative)	22	25 (47 cumulative)								Of the 25 inspections on drivers and vehicles, 5 drivers were found to be non-compliant, all were without their badges, 3 had them in the vehicle but not on their person, 2 didn't have their badges at all, and were sent to get, and present their badges to Enforcement officers before they could resume work.
		3.A4(b)		The proportion of a) licensed vehicles b) drivers found to be compliant with licensing requirements during in the spot inspections	Tom Smith - Regeneration and Environment	High	Quarterly	85% (Vehicles and drivers)	✘	🔄					75%	57% (vehicles)	79% (vehicles) (Cumulative: 64%)	88% (vehicles) (Cumulative: 70%)	76% (Vehicles)	a) 73% (Vehicles) b) 77% (Drivers)	a) 76% (Vehicles) b) 80% (Drivers)							6 vehicles were non-compliant, the issues here being 1 vehicle without door signage, 2 without No Smoking signs, 3 with no Fire Extinguisher.	
		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	Christopher Burton, Assistant Chief Executive's office	High - very or fairly satisfied	6 monthly	Equal to or >79%	■	🔄				79% June 2015 82% December 2015 75% February 2016 79% June 2017 75% February 2018 Very or fairly satisfied	80% June 2016 81% December 2016 69% February 2017 79% June 2018 Very or fairly satisfied	79% (Wave 7 June 2018) Very or fairly satisfied	79% (Wave 8 December 2018) Very or fairly satisfied	79% (Wave 8 December 2018) Very or fairly satisfied	79% (Wave 9 June 2019) Very or fairly satisfied								The next resident survey will be conducted in June 2020, following a decision to move from twice-yearly to annual surveys. The sample size will roughly double, meaning a broader section of the borough's residents will be involved in the survey. This is to bring both aspects of the survey more closely in line with local authorities across the country, against whom the Council benchmarks.		
		3.A5 b)		b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	Christopher Burton, 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 66% December 2016 Very or fairly satisfied	56% February 2018 Very or fairly satisfied	61% (Wave 8 December 2018) Very or fairly satisfied	57% (Wave 7 June 2018) Very or fairly satisfied	61% (Wave 8 December 2018) Very or fairly satisfied	58% (Wave 9 June 2019) Very or fairly satisfied									
		3.A6	Paul Woodcock, Strategic Director Regeneration and Environment	Create a rich and diverse cultural offer and thriving Town Centre	Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn, develop their skills or get a job.	Polly Hamilton - Regeneration and Environment	High	Quarterly	>350,000 cumulative annual target.	✔	🔄				400,228	465,734	109,074	102,907 (211,981-cumulative)	131,638 (343,832 - cumulative)	122,115 (465,734 cumulative)	118,936	108,709 (227,645 cumulative)							Direction of Travel is upwards as both monthly total and cumulative total are higher than Q2 18/19. This is despite the water sports centre closure at Rother Valley Country Park, since end of June, 2019 due to Blue Green Algae within the lake.
3.A7	Customer satisfaction with culture, sport and tourism services	Polly Hamilton - Regeneration and Environment			High	Quarterly	>90% across all Culture, Sport and Leisure Services	✔	🔄					a- Libraries & CSC) 99.2% b- Heritage Sites) 87% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 90.4%	a- Libraries & CSC) 99.2% b- Heritage Sites) 87% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 90.4%	a- Libraries & CSC) 98.76% b- Heritage Sites) 86.6% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 90.65%	a- Libraries & CSC) 99.06% b- Heritage Sites) 88% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 90.65%	a- Libraries & CSC) 99.10% b- Heritage Sites) 85% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 90.19%	a- Libraries & CSC) 99.80% b- Heritage Sites) 88% c- Parks and Open Spaces) 82.65% d- Sport & Leisure Facilities) 90.19%	90.90%	92.12%				Parks and Open Spaces data for 19/20 is expected during Quarter 3 from the surveys carried out during the summer of 2019. Qualitative feedback from visitors to Rotherham Show has been particularly positive, as has feedback from visitors to Walswood Caravan and Campsite with all the major industry websites and social media channels reporting 4 and 5 star reviews.				
3.A8	Number of visits to the Councils, Culture and Leisure facilities a - Libraries b - Clifton Park Museum, archives and other heritage sites c - Civic Theatre d - Country Parks (Rother Valley, Thyrbergh and Clifton Park) e - Visitor Information Centre f - Events g - Engagement and Outreach Activities h - Leisure Centres i - Other activities delivered by Third Parties	Polly Hamilton - Regeneration and Environment			High	Quarterly	3,500,000 cumulative annual target	✔	🔄					a: 538,851 b: 110,217 c: 86,981 d: 1,034,416 e: 47,328 f: 69,660 g: 31,205 h: 1,296,570 i: 1,320 Total no. of visits = 3,216,546	a: 616,179 b: 111,154 c: 89,579 d: 1,838,798 e: 0 f: 68,460 g: 6,996 h: 1,307,965 i: 0 Total no. of visits = 4,030,130	a: 155,196 b: 47,631 c: 7,429 d: 646,273 e: 0 f: 55,600 g: 330,817 h: 0 Total no. of visits = 1,246,710 2,361,208 cumulative	a: 157,446 b: 47,631 c: 7,429 d: 646,273 e: 0 f: 55,600 g: 330,817 h: 0 Total no. of visits = 1,246,710 2,361,208 cumulative	a: 148,283 b: 12,767 c: 34,327 d: 319,720 e: 0 f: 6,610 g: 1,280 h: 297,690 i: 0 Total no. of visits = 820,677 3,181,885 cumulative	a: 155,254 b: 15,224 c: 20,947 d: 317,437 e: 0 f: 0 g: 1,712 h: 337,671 i: 0 Total no. of visits = 848,245 4,030,130 cumulative	a: 138,333 b: 39,683 c: 16,511 d: 775,677 e: 0 f: 8,000 g: 328,309 h: 0 Total no. of visits = 1,308,599	a: 149,004 b: 42,959 c: 11,569 d: 794,581 e: 0 f: 80,700 g: 3,076 h: 331,491 i: 0 Total no. of visits = 1,413,360 cumulative = 2,721,979					Direction of travel is upwards against same quarter 2018/19, Q1 2019/20 and the cumulative figure at Q2. Some issues that have impacted on numbers include: 3 door counters out of action at Clifton Park and a decrease in visitors, however it should be noted that better weather in 2018/19 increased visitors to the park. Although country parks have increased attendance as a whole, Rother Valley Country park has seen a decrease of around 100,000 visitors over this period from 2018. This is due to the lake being closed from June 2019 when Blue Green Algae was found in the Northern Lakes. This caused the closure of the watersport and cable water-ski. Dog walkers were warned not to allow their dogs in the park. This is usually the busiest period for the park. The lakes are still closed and staff are working with specialist agencies in an effort to address the algae issue in time for the new summer period. Also the weather condition has been poor this period. Despite the decrease at Rother Valley, visitor numbers at Clifton Park have increased greatly. The figures for Urban Parks now include tennis numbers at Clifton Park. Since the installation of the new tennis court and working with Parks Tennis, the number of people playing tennis has increased. There has also been a reduction in athletic sessions throughout the summer and new promotion is planned to try to increase participation. This year's Rotherham Show was extremely popular and attracted around 75,000 - 80,000 visitors.			

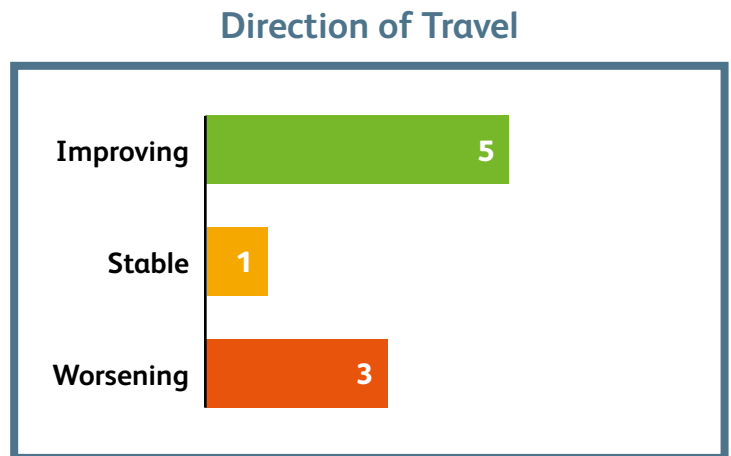
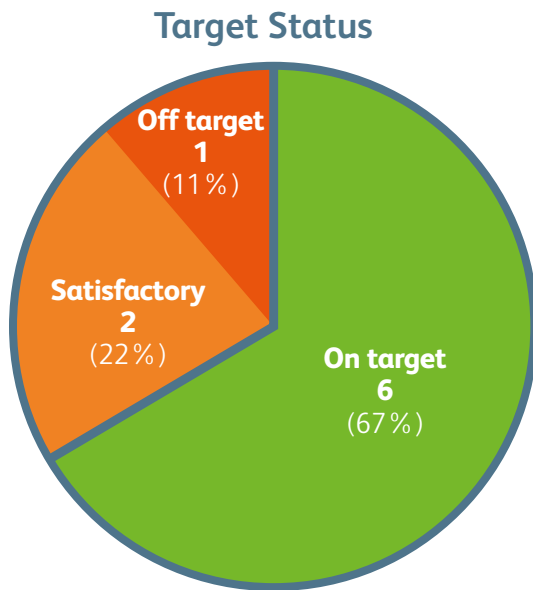
Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual				Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)		
											Year end 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - June 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan - March 2019	Q1 Apr - June 2019	Q2 Jul - Sep 2019	Jul-19		Aug-19	Sep-19
B. Streets, public realm and green spaces are clean and well maintained	Paul Woodcock, Strategic Director Regeneration and Environment	3.B1 (a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe Rotherham to ensure that it is a safe and attractive place to live, work and visit	The proportion of the principal road network classified as being in: a) Amber condition b) Red condition	Tom Smith - Regeneration and Environment	Low	Annual	a) 17% b) 3%	■		3%	3%	2%	2%									At last return, Q3 18/19, Amber was 16%, red was 2%, green was 82% better than Target - This information provided through annual SCANNER survey results due in Q3. The National Average value will be available from DTT in Q4.	
		3.B1 (b)		The proportion of the non-principal road network classified as being in: a) Amber condition b) Red condition	Tom Smith - Regeneration and Environment	Low	Annual	a) 22% b) 6%	■		6%	7%	5%	4%										At last return, Q3 18/19, Amber was 21%, red was 4%, green was 75% better than Target - This information provided through annual SCANNER survey results due in Q3. The National Average value will be available from DTT in Q4.
		3.B1 (c)		The proportion of unclassified roads classified as being in: a) Amber condition b) Red condition	Tom Smith - Regeneration and Environment	Low	Annual	a) 34% b) 24%	✓	🔄	24%	23%	23%	23%	24%	23.75%	23.75%	23%	a) 33% b) 23%	a)33% b)23%				NB-Green condition roads are at 44%, Red and Amber roads are better than Target - This information provided through continuous CIVI surveys. The National Average value will be available from DTT in Q4. Please note, the expanded percentage for Q2 is 23.31%, therefore it would only take a 0.19% swing in performance to show a reduction in performance to 24%.
	Paul Woodcock, Strategic Director Regeneration and Environment	3.B2(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe Rotherham to ensure that it is a safe and attractive place to live, work and visit	Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions)	Tom Smith - Regeneration and Environment	High	Monthly	37+ (50% increase in prosecutions for the year)	✓	🔄	Not available - baseline year	25	42	23	7	12 (Cumulative)	21 (Cumulative)	23 (Cumulative)	11	27 (Cumulative = 38)				23 Fixed Penalty Notices, 3 Prosecutions and 1 Warrant for arrest issued. The target for year end has already been achieved.
		3.B2(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions)	Tom Smith - Regeneration and Environment	High	Monthly	2000 (cumulative for the year)	✓	🔄	Not available - baseline year	185	6,673	1,796	89	515 (Cumulative)	1,138 (Cumulative)	1,796 (Cumulative)	632 (Cumulative= includes 23 issued by RMBC staff)	812 (Cumulative=1,444)				Council staff issued 9 FPN's, 802 Contractor FPN's and 1 Prosecution.
		3.B3		Total number of customer contacts by service area and overall total. Service areas measured are a) Street Cleansing, b) Grounds Maintenance, c) Litter, d) Waste Management. Contacts measured are: i) Official complaints received ii) Compliments received iii) Service Requests	Tom Smith - Regeneration and Environment	Low	Monthly	10% reduction (target around 190 cumulative for year) in the number of official complaints received.	✗	🔄	No of customer contacts for A) 1,301 B) 6,115 C) 452 D) 716 Complaints 79	Grounds Maintenance i) Compliments 19 ii) Compliments 11 iii) Service Requests 761 Street Cleansing i) Compliments 7 ii) Compliments 0 iii) Service Requests 8315 Litter i) Compliments 4 ii) Compliments 1 iii) Service Requests 1227 Waste Management i) Compliments 64 ii) Compliments 29 iii) Service Requests 39466 Total cumulative complaints figure= 84	Grounds Maintenance i) Compliments 19 ii) Compliments 11 iii) Service Requests 761 Street Cleansing i) Compliments 7 ii) Compliments 0 iii) Service Requests 8315 Litter i) Compliments 4 ii) Compliments 1 iii) Service Requests 1227 Waste Management i) Compliments 64 ii) Compliments 29 iii) Service Requests 39466 Total cumulative complaints figure= 209 Overall number of complaints = 58	Grounds Maintenance i) Compliments 14 ii) Compliments 1 iii) Service Requests 408 Street Cleansing i) Compliments 2 ii) Compliments 0 iii) Service Requests 2086 Litter i) Compliments 1 ii) Compliments 0 iii) Service Requests 317 Waste Management i) Compliments 43 ii) Compliments 21 iii) Service Requests 9118 Overall number of complaints Q2 = 49 Total cumulative complaints figure= 52	Grounds Maintenance i) Compliments 3 ii) Compliments 3 iii) Service Requests 219 Street Cleansing i) Compliments 2 ii) Compliments 0 iii) Service Requests 2086 Litter i) Compliments 1 ii) Compliments 0 iii) Service Requests 173 Waste Management i) Compliments 48 ii) Compliments 12 iii) Service Requests 10,057 Overall number of complaints Q3 = 49 Total cumulative complaints figure= 150	Grounds Maintenance i) Compliments 1 ii) Compliments 0 iii) Service Requests 85 Street Cleansing i) Compliments 4 ii) Compliments 0 iii) Service Requests 1,845 Litter i) Compliments 0 ii) Compliments 0 iii) Service Requests 451 Waste Management i) Compliments 54 ii) Compliments 12 iii) Service Requests 11943 Overall number of complaints Q4 = 59 Total cumulative complaints figure= 209	Grounds Maintenance i) Compliments 3 ii) Compliments 0 iii) Service Requests 278 Street Cleansing i) Compliments 2 ii) Compliments 0 iii) Service Requests 2216 Litter i) Compliments 1 ii) Compliments 0 iii) Service Requests 202 Waste Management i) Compliments 66 ii) Compliments 10,756 Overall number of complaints Q1 = 72 Total cumulative complaints figure= 72	Grounds Maintenance i) Compliments 0 ii) Compliments 22 iii) Service Requests 346 Street Cleansing i) Compliments 4 ii) Compliments 0 iii) Service Requests 2138 Litter i) Compliments 0 ii) Compliments 0 iii) Service Requests 156 Waste Management i) Compliments 64 ii) Compliments 27 iii) Service Requests 6959 Overall number of complaints Q2 = 71 Total cumulative complaints figure= 143	Grounds Maintenance i) Compliments 3 ii) Compliments 17 iii) Service Requests 139 Street Cleansing i) Compliments 0 ii) Compliments 0 iii) Service Requests 700 Litter i) Compliments 0 ii) Compliments 0 iii) Service Requests 38 Waste Management i) Compliments 25 ii) Compliments 9 iii) Service Requests 2223 Overall number of complaints July = 30 Overall number of complaints August = 27	Grounds Maintenance i) Compliments 1 ii) Compliments 2 iii) Service Requests 97 Street Cleansing i) Compliments 0 ii) Compliments 0 iii) Service Requests 725 Litter i) Compliments 1 ii) Compliments 0 iii) Service Requests 67 Waste Management i) Compliments 12 ii) Compliments 0 iii) Service Requests 2157 Overall number of complaints September = 14				Of the complaints in Street Cleansing and Waste Management, 66% were either partially or fully upheld. Service Requests in Waste Management showed a sharp decline of 35% this quarter from Quarter 1.
	3.B4	Ensure an efficient and effective waste and recycling service	Number of missed bins per 100,000 collections	Tom Smith - Regeneration and Environment	Low	Quarterly	50	✗	🔄		62.7	46.92	42.21	69.51	Q1 43.01 Overall YTD - 43.01	Q2 44.27 Overall YTD - 43.64	Q3 67.45 Overall YTD - 51	Q4 146.09 Overall YTD - 69.51	113 Overall YTD - 113	79.97 Overall YTD - 96.74	90.0	83.4	65.6	Although off target the measure is moving in the right direction with a 29% decrease in missed bins this quarter in comparison to Q1. The monthly totals shown also indicate that the number of missed bins is falling sharply.
	3.B5		The proportion of waste sent for reuse (recycling and composting)	Tom Smith - Regeneration and Environment	High	Quarterly	45%	✓	🔄		43.11%	45.30%	46.11%	45.60%	53.72% Current estimate for March 2018 - 46.27%	49.56% Current estimate for March 2018 - 44.60%	47.72% Current estimate for March 2019 - 45.61%	45.69% Overall Year End - 45.60%	46.80% Year end forecast 45.59%	48.44% Current estimate for March 2019 - 46.32%				Recycling has seen an improvement in performance at kerbside due to the new service with paper & card increasing by 27.78% since the new service started and glass, cans & plastics increasing by 46.16% for the same period. Contamination rates have also been reduced. The continued reduction in residual waste has helped the increase, collecting 12.35% less than the same period last year.



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

Performance headlines

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).



(Of the three worsening, one is off target and two are on target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable).

Areas performing well or improving



(measures which are on track and direction of travel is improving)

Economy
Businesses

(4.A1) 16 new businesses started with help from the Council against a target of 15 (Higher is better).

Housing Strategy
Non decent homes

(4.B2) 99.83% of Council Housing stock classed as "decent" against a target of 99.85% (Higher is better).

Planning Applications

(4.A6) The number of Planning Applications determined within the specified period remains at 100% against a target of 95% (Higher is better).

Economy
Jobs

(4.A4) Number of jobs in the Borough 99,000 for 2018/19 (1,000 increase on the previous year) against a target of 1,000 job increase (Higher is better).

Areas for improvement



(measures which are off track and direction of travel is worsening)



(4.A5) Narrow the gap to the UK average on the rate of the working age population economically active in the borough

1.8% gap against a target of 0%
(Lower is better).

Due to the small sample size involved there will be some fluctuations in the Rotherham figure. However, the trend is downwards, from the peak gap of 4.9% points in the year to March 2017. RiDO continue to provide assistance to local businesses to grow.

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

Lead accountability

Paul Woodcock, Strategic Director Regeneration and Environment

Where are we now?

The regeneration of Forge Island and the Town Centre has moved a step closer with two key developments moving forward.

Eric Wright Civil Engineering Ltd has started work on the multi million pound “Phase One” works on Forge Island, including flood defence and enabling work on the Forge Island site which includes retaining walls, terrace seating and high-quality public spaces.

The enabling works are necessary to deliver the full Forge Island scheme, which will include a cinema, food and drink outlets, a hotel, and a car park, with the new leisure facilities set within an attractive public space and a new pedestrian bridge connecting to the wider town centre.

With the project now much underway, works are scheduled to complete next spring.

In a separate area of development to the Town Centre Masterplan Black Cat Building Consultancy and Greig and Stephenson Architects have been appointed to work with Rotherham Council and stakeholders to help prepare and develop plans for the markets, to support the Council’s Future High Street Fund bid.

Rotherham is one of the shortlisted areas that will receive up to £150,000 of new funding to work up a detailed bid for town centre improvements. The Ministry of Housing, Communities and Local Government will work closely with each area to help develop various schemes.

In Quarter 2 16 new businesses were started with help from the Council (Business centres had 5 new early stage businesses occupy space and the Launchpad project assisted 11 start-ups.)

The multi-storey car park at Rotherham Interchange re-opened in July 2019 following refurbishment work that included: new surfacing, larger parking bays suitable for modern vehicles, solar panels that provide around 70 per cent of the electricity needed to power the building and new electric vehicle charging points.

Next steps:

- Preparation of the Future High Street Fund business case for submission. Draft business case required by 15th January and final submission deadline is 30th April 2020
- Concept designs for the Rotherham market redevelopment incorporating the new central library will be prepared for engagement and discussion during Quarter 3
- First phase of public realm improvements in the Town Centre scheduled to commence in April 2020.

Risks and Issues

Risk/issue	Mitigation
Very difficult trading conditions for Town Centre businesses, especially retail.	Progress Future High Street Fund and continue to explore sources of additional funding.
Next round of the FHSF is still competitive, with no guarantee of success.	The bid will be based around the Town Centre Masterplan, a document signed up to by a wide range of partners and well scoped out projects.

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

Where are we now?

The difference good quality housing makes to the health, wellbeing, education and employment opportunities for people living in the borough is recognised by the Council. The Housing Strategy approved earlier in the year by Cabinet sets out clearly how the Council will increase the number of new homes built in the borough and how it will improve the quality and standards in accommodation it owns as well as those properties let to tenants in Rotherham by private landlords.

Numbers of new homes built in the second quarter of the year have increased from the 116 homes delivered in Quarter 1, decency levels have improved in the stock owned by the Council and the levels of compliance in properties let to tenants by private landlords registered under the Selective Licensing Scheme have also been maintained above target.

The number of new homes built directly as a result of the Council's intervention increased to 67 in the second quarter of the year. The 59 more new homes built in Quarter 2 is 51 more properties than were built at the end of Quarter 1 (8). This means the Council is still slightly below the mid-term target to deliver 88 more new homes by the end of September.

Despite being below target, the Council is extremely confident 175 new homes will be built as a direct result of its own intervention by the end of the year. In the next quarter, 15 more new homes will be completed in both Maltby and Canklow along with 58 new homes at Bellows Road, Rawmarsh. Moving into Quarter 4 a further 23 properties will be completed in Maltby and 29 new homes in Canklow.

Overall, 142 new homes were built in the second quarter of the year which is 26 more new properties than were built in Quarter 1 (116). The 258 cumulative total for new homes built is 6% below the indicative mid-year target of 275. However, as explained above, performance on the delivery of new homes is not spread evenly throughout the quarters and the Council is confident that the year-end target to deliver a minimum of 550 new homes will be met.

A number of actions are being taken to improve performance against both of these measures. The Council is continuing to ensure the developments for which it is responsible are delivered on time and is also working with contract partners to bring forward a larger number of homes in the year than had been previously projected. Joint working arrangements between planning and housing are in place to ensure a collaborative approach and a focus on delivery is maintained. Strategic three-way meetings with Homes England and the Sheffield City Region are also being used to explore the possibilities for external funding opportunities and unlock sites with viability challenges. The annual housing developer summit to be held later in the year will help stimulate development activity on both privately owned and council owned land.

Decency levels in the Council's own housing stock continue to exceed the target and have improved further in Quarter 2. A number of work programmes have been delivered by Fortem and Mears installing kitchens, boilers and bathrooms into the homes of tenants living in Canklow and Thrybergh during the second quarter of the year. These have helped increase the overall percentage of decent homes owned by

the Council to 99.83 % from 99.77 % in Quarter 1. The 99.5 % annual target is already being exceeded by 0.33 % and further work programmes are in place to ensure the remaining 0.17 % (34 properties) of stock falling out of decency in the remaining 6 months of the year will be brought up to standard .

Levels of compliance for properties registered under the Selective Licensing Scheme have been maintained above the 95 % target for the measure. Quarter 2’s performance however, at 96.20 %, though still 1.2 % above the annual target, is slightly lower than the 97 % reported at the end of Quarter 1. Reasons for this slight dip in performance are that members of the Selective Licensing Team have been diverted onto strategic objectives funded through the government’s Controlling Migration Fund. All projects funded under the CMF however are now completed and performance for the remaining half of the year is expected to increase.

Next steps:

- Cabinet approval to commence development of new homes in the town centre (October 2019)
- Report to Cabinet seeking commitment of further HRA resources for housing growth (December 2019)
- Sale of Chesterhill Avenue and Whinney Hill to secure the delivery of over 230 homes (December 2019)
- Complete a five year housing growth programme (December 2019)
- Continue marketing and sale of other Council-owned sites
- Hold housing developer summit to stimulate development activity on both privately owned and council owned land.

Risks and Issues

Risk/issue	Mitigation
Risk of not meeting the target for homes delivered through direct council intervention which impacts on wider borough target.	Cabinet approval to commence development of new homes in the town centre (October 2019). Report to Cabinet seeking commitment of further HRA resources for housing growth (December 2019). Complete a five year housing growth programme (December 2019).

Corporate Priority 4 – Extending opportunity. Prosperity and planning for the future

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	Annual												Quarterly			Monthly			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 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - Jun 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan - March 19	Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Jul-19	Aug-19	Sep-19						
A. Businesses supported to grow and employment opportunities expanded across the borough	Paul Woodcock, Strategic Director Regeneration and Environment	4.A1	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region)	Number of new businesses started with help from the Council	Simon Moss - Regeneration and Environment	High	Quarterly	15	✔	🕒				13.75	14.5 (average for the year)	20	13	18	7	15	16					The business centres had 5 new early stage businesses occupy space in the centres and the Launchpad project assisted 11 start-ups during Q2 which totalled 16			
		4.A2		Survival rate of new businesses (3 years)	Simon Moss - Regeneration and Environment	High	Annual	60%	■	🕒			60%	60.5%	62.9%	Next Data available Dec 19 for year to Dec 18.												Next data available December 2019 for year to December 2018.	
		4.A3		The proportion of vacant floor space in the Town Centre area	Simon Moss - Regeneration and Environment	Low	Quarterly	18%	✔	🕒						22.0%	24.5% Yearly average	23.3%	21.5% Figure revised with return to previous definition of Town Centre	25.8%	27.40%	17.0%	17.8%					Although performance in Q2 has declined very slightly from the previous quarter this is within target and an improvement on last years outturn. Advance information from the most recent survey, completed in October 19, demonstrates a vacancy figure at 16%	
		4.A4		Number of jobs in the Borough	Simon Moss - Regeneration and Environment	High	Annual	1,000 new jobs p.a. (10,000 over 10 years).	✔	🕒	101,000	105,000	98,000 (Annual Data to Dec 17)	99,000 (Annual data to Dec 18)														Employee jobs in borough data has recently been updated to include 2018 figure of 99,000 (+1,000 on previous year) Please note, change to data for 2017 which is standard practice for ONS and economic data – when a new year's data is released they will often revise the previous year e.g. in the same way that national GDP data is often revised backwards. In this case they continue to refine the data which is provided by individual companies (i.e. number of employees) and which can often be received late or is subject to amendment on receipt of more accurate data.	
		4.A5		Narrow the gap to the UK average on the rate of the working age population economically active in the borough	Simon Moss - Regeneration and Environment	Low	Quarterly	0% - achieve the National Average	✘	🕒	1% gap	4.3%	3.23%	-0.40%	0%	-0.70%	-0.70%	-0.40%	1.80%	Data available by end Dec19								National average is 78.7%. The small size of the samples involved mean there will be some fluctuations in the Rotherham figure. However the trend is downwards, from the peak gap of 4.5 percentage points in the quarter ended June 2017.	
		4.A6		Number of Planning Applications determined within specified Period: a) Major 13 weeks b) Minor 8 weeks c) Other 8 weeks	Simon Moss - Regeneration and Environment	High	Quarterly	All at 95%	✔	🕒	89.9%	99.9%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%	a) 100% b) 100% c) 100%								Performance remains at 100% despite a steady increase in major applications since the adoption of the Local Plan (government statistics confirm this consistent performance for the previous 24 months)		
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.B1(a)	Implement the Housing Strategy 2019-2022 to provide high quality accommodation	Number of new homes delivered during the year via direct Council intervention	Tom Bell - Adult Social Care and Housing	High	Quarterly	175	●	🕒					112	19	44	30	19	8	59					The number of new homes built in the borough as a direct result of the Council's intervention increased in Quarter 2 to 67, 59 new homes have been delivered in the quarter, 51 more properties more than in Quarter 1 (8) A number of initiatives have been implemented to accelerate growth in the housing market and the number of new homes delivered by the Council is expected to increase in the remaining half of the year. The DOT rating for this indicator is based on comparisons in performance between quarters 2 and 1 of the current year.			
		4.B1(b)		Number of new homes delivered during the year	Tom Bell - Adult Social Care and Housing	High	Quarterly	550	●	🕒	663	593	479	427	160	97	91	79	116	142						The overall number of new homes built in the borough increased in quarter 2 to 258. 142 more new homes were built in Quarter 2 which is 26 more new homes than were built in Quarter 1 (116). A number of initiatives have been implemented to accelerate growth in the housing market and the number of new homes delivered by the Council is expected to increase in the remaining half of the year. The DOT rating for this indicator is based on comparisons in performance between quarters 2 and 1 of the current year. Performance is currently running at 6% below the 275 mid term target and the service is confident the year end target will be met.			
		4.B2		The proportion of council housing stock that is classed as "decent"	Tom Bell - Adult Social Care and Housing	High	Quarterly	99.5%	✔	🕒	100%	100%	100%	100%	99.51%	99.59%	99.88%	100%	99.77%	99.83%							Decency levels in the boroughs social housing improved to 99.83% of the Councils stock in Quarter 2 compared to 99.77% in Quarter 1. The 99.50% annual target for the measure is already exceeded and programmes of work are in place to complete the 0.17% of stock that will become non decent during the remaining 6 months of the year. The overall year end target to ensure no more than 0.50% of the councils overall stock will be non decent by the end of the year therefore is fully expected to be surpassed. The DOT rating for the measure is based on comparisons in performance between quarters 2 and 1 of the current year.		
		4.B3		Private rented housing – improving standards through selective licensing	Tom Smith - Regeneration and Environment	High	Monthly	95%	✔	🕒	85%	94.2%	95.7%	97.0%	97.0%	98.0%	95.70%	97.0%	96.2%	96.3%	95.6%	96.20%					Compliance levels for Selective Licensing are being maintained above target although performance in Quarter 2 (95.20%) is slightly lower than in Quarter 1 (97%). The slight dip in performance is largely attributable to a diversion of resources onto the Controlling Migration Fund. In essence because of this the number of opening inspections and actions taken to raise compliance levels are not as high as they were in previous quarters. The DOT rating for the indicator is based on comparisons in performance between quarters 2 and 1 of the current year		

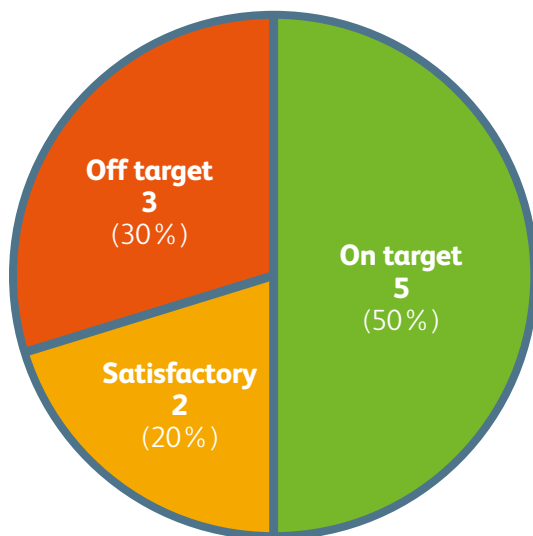


PRIORITY 5: A modern, efficient council

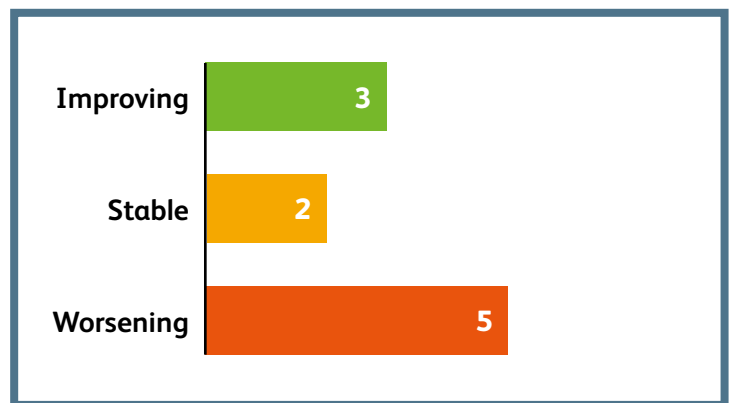
Performance headlines

The diagrams below provide an overview of performance (status and direction of travel) in relation to the priority (where data is available or where targets have been set).

Target Status



Direction of Travel



(Of the five worsening, one is on target, one is satisfactory and three are off target).

(Note: The overall totals in the diagrams may differ because some measures, which have a direction of travel, do not have a status rating (on target, satisfactory or off target) as this is not applicable). These are measures where no target has been set, however good performance (high or low) is still applicable).

Areas performing well or improving



(measures which are on track and direction of travel is improving)



Agency Costs

(5.D3) £3.5m (-49% annual forecast) reduction in agency cost
against a 10% reduction target
(lower is better).

Areas for improvement



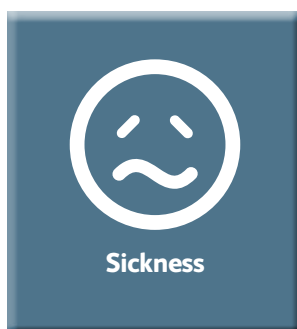
(measures which are off track and direction of travel is worsening)



Council Tax

(5.A1) The proportion of Council Tax collected in the current financial year 53.4% against 53.7% in Quarter 2 2018/19 and a target of 97% (higher is better).

The in-year collection rate of council tax has reduced slightly over the last two years. The collection rate is impacted to some extent by higher than inflation increases in Council Tax.



Sickness

(5.D2) The number of days lost per FTE 11.48 days per FTE against a target of 10.3 days.

The Attendance Management Policy has been reviewed and face to face training sessions for managers commenced in September. Absence in Adult Care Services continue to be a priority area, dedicated service training sessions and performance clinics are taking place, a review of all long-term absence case management has occurred and regular further review periods established.



Equalities

(5.D7) 68% of staff have completed the mandatory Equality Training against a target of 85% (higher is better).

Work with directorates to increase completion numbers and distribute communications to staff and managers.

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

Lead accountability

Judith Badger, Strategic Director Finance and Customer Services

Where are we now?

With continued cuts to Local Government funding it is vital that the Council aims for excellence at collecting local revenues, in particular Council Tax and Non Domestic Rates, which currently fund around one-third of the Council's annual spend on providing services to citizens (excluding housing benefit payments, housing revenue account and schools grant funding).

As at the end of Quarter 2, Council Tax in-year collection performance is 53.4% which is 0.3% down on performance at the same time in 2018/19.

Non-Domestic Rates in-year collection performance is 54.4% which is 1% lower than the performance at the same quarter in 2018/19.

Significant cost and demand pressures for Social Care Services continue, requiring the Council to identify and implement a range of measures to mitigate the consequent impact on the budget. The financial monitoring position as at the end of September shows a forecast overspend of £4.3m with management actions being identified to ensure the Council delivers a balanced budget.

The Council approved a two-year balanced budget for 2019/20 and 2020/21 in February 2019, alongside an updated Medium Term Financial Strategy to 2021/22 and a refreshed Reserves Strategy. This provides a sustainable financial position for the Council across the medium term, but delivery of the savings included within the budgets and managing the continuing costs and demands on Social Care present a significant challenge for the Council.

Next steps:

- Continued monitoring of performance and redirection of resources within the Revenues and Benefits Service, where possible, to focus on maintaining levels of collection at those reflected within performance objectives and the Council's budget
- Service delivery reviews undertaken within the Revenues and Benefits function as part of the Customer Services Programme are nearing completion. The efficiencies identified will make a significant contribution to delivering savings from the programme
- The Medium Term Financial Strategy is being revised and updated to reflect recent Government spending announcements and the 2018/19 outturn position. An update will be reported to Cabinet in December 2019.

Risks and Issues

Risk/issue	Mitigation
<p>Collection of Council Tax for 2019/20 is 53.43% which is 0.3% down on performance in 2018/19.</p>	<p>The in-year collection rate of council tax has reduced slightly over the last two years. The collection rate is impacted to some extent by higher than inflation increases in Council Tax, resulting in part from the Government's introduction of an adult social care precept on council tax as a means of providing some additional funding for social care.</p> <p>However, the Council maintained its top quartile performance position of Metropolitan Councils for the in-year collection of council tax in 2018/19 and had the highest performance of all 9 South and West Yorkshire Metropolitan Councils.</p> <p>Further action to optimise performance continues including focussed recovery actions and implementation of data sharing with HMRC.</p>
<p>Collection of Business Rates for 2019/20 is 54.38% which is 1.04% down on performance in 2018/19.</p>	<p>The reduction to date is partially due to payment by a couple of the larger ratepayers being slightly later than at this time last year. With Business Rates a delay in payment of a small number of large ratepayers, even if by a matter of days can significantly impact the performance measure.</p> <p>It is currently anticipated that the 98% performance target will be met by the end of the financial year.</p>

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

Lead accountability

Shokat Lal, Assistant Chief Executive

Where are we now?

The pre-decision scrutiny process is firmly embedded within the decision-making process and has been positive in ensuring the effectiveness of governance arrangements and decision making. Regular reports are submitted by Overview and Scrutiny Management Board to Cabinet meetings detailing the recommendations from non-executive Members. The pre-scrutiny process considered seven reports in Quarter 2 and all recommendations were accepted by the Cabinet in the period.

Next steps:

- Overview and Scrutiny Members to continue to use the Forward Plan to identify potential items for pre-decision scrutiny at an earlier stage in the preparation of a report, with issues delegated to Select Commissions as appropriate
- Consideration by Cabinet Members of inviting scrutiny involvement in the development of proposals for determination by Cabinet.

Risks and Issues

Risk/issue	Mitigation
Late involvement and scrutiny of proposals prior to determination does not allow sufficient time to analyse and significantly amend proposals.	Consideration of earlier involvement from scrutiny members in the development and review of draft proposals.

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

Lead accountability

Shokat Lal, Assistant Chief Executive

Judith Badger, Strategic Director Finance and Customer Services

Where are we now?

Complaints performance is reported to management teams and individual Assistant Directors on a monthly and quarterly basis. Performance has again exceeded target (85 %) and is at 90 %, although this is slight dip since last quarter at 95 %.

The majority of out of time complaints were from Regeneration and Environment and Housing. In both cases areas of concern have been identified and reported to the relevant Directorate Management Teams. Performance has been achieved following the introduction of a number of performance measures introduced over the last three to four years which include complaints being reported weekly and quarterly to Directorate Management Teams, monthly to Senior Management Teams and individual managers contacted directly and supported by the Complaint Team if a complaint is at risk of going over target time.

Although there has been little visible change to online customer capability during the last quarter, a significant amount of background work has been completed to refresh the council website and rewrite key webpages. This will make it easier for customers to find what they need online and to undertake more transactions online. These changes will be implemented during the next quarter.

The next resident survey will be conducted in June 2020, following a decision to move from twice-yearly to annual surveys. The sample size will roughly double, meaning a broader section of the borough's residents will be involved in the survey. This is to bring both aspects of the survey more closely in line with local authorities across the country, against whom the Council benchmarks.

Next steps:

- To maintain the following complaints performance processes:
 - o Performance dashboard reported to relevant Directorate Management Teams weekly (Children's and Young People's Services and Adult Care and Housing).
 - o Monthly and quarterly reports to all Service and Directorate Management Teams and Assistant Directors
 - o Additional support by the Complaints Team to individual managers
 - o Improved support through training and advice/information to managers.
- Improve the quality of complaints responses and to achieve better learning and service improvement from complaints
- Website refresh and new customer management system goes live in October 2019 to support better online customer services.

Risks and Issues

Risk/issue	Mitigation
If complaints are not completed on time they will escalate to through the complaint procedure and to the LGSCO.	Improved performance management – via management teams and with individual managers.

Outcome D: Effective members, workforce and organisational culture

Lead accountability

Shokat Lal, Assistant Chief Executive

Sally Hodges, Interim Strategic Director Children and Young People's Services

Where are we now?

Performance of the key priorities of the Council Workforce Plan is tracked via three key indicators, Performance Development Review (PDR) completion rate, Attendance (Sick days lost per full time employee) and agency worker expenditure.

- The scheduled release of the PDR module in the new corporate HR & Payroll system has been delayed and is unlikely to occur until late in the third quarter. Alternative arrangements to capture current year performance are being introduced to enable reporting in the third quarter. Last year the annual target of 95% completion was exceeded
- In the second quarter absence levels increased to 11.48 days per full time equivalent employee, over a day above the target of 10.3 days. This is largely down to absence levels in Adult Social Care Services and is a similar level to the 2018-19 year end outturn. The Attendance Management Policy has been reviewed and face to face training sessions for managers commenced in September. Dedicated training sessions and performance clinics are taking place in Adult Care Services
- Agency expenditure continues to project to an annual outturn of £3.5m by the end of the year, representing a reduction of £3.3m (49%) from the previous year.

The percentage of agency staff within CYPS continues to stay significantly below the national average, with just 2.2% of our staff being employed through an agency. Further scrutiny of agency usage and exit strategies takes place via the Council's Workforce management Board and the service continues to speak with current agency workers with a view to making any suitable workers, permanent members of staff. Twelve Newly Qualified Social Workers (NQSWS) were recruited to fill existing vacancies following an assessment centre that was held in June.

Personal development reviews for members are not currently planned to take place in the final year of the Council term.

Completion of Equality Analysis Screening Assessments has improved significantly during Quarter 2. During this period there were 27 reports in total (11 July and 16 in September). Of these, three had full EAs and didn't require screenings and 24 reports required screenings. In total 23 had screenings completed and 1 screening was not completed (Recommended Adoption of Policies – Support for Elected Members report). Additionally, the Council's Equality Officer is now responsible for signing off all Cabinet reports and a Corporate equality screening and analysis briefing has been distributed to all staff to improve performance and ensure equality impacts are considered appropriately.

Fluctuations in the numbers of staff allocated the equalities training has meant that percentage completion rates for the training have fallen in the quarter and at 68%, remain significantly below the target set of 85%. Completion rates are particularly low in Children's and Young People's Services and Regeneration and Environment and targeted work will take place during the next few months to help improve performance.

Next steps:

- The Rotherham Leader programme develops managers and the Workforce Strategy Board maintains oversight of workforce development activity and implementation of associated delivery plans
- An in-depth review of attendance continues, including:
 - Analysis of absence data to provide insight into high priority areas, best practice and areas for improvement
 - A range of interventions to upskill managers with a focus on their responsibilities, policy, processes and support available
 - Dedicated training sessions and performance clinics in Adult Care Services
 - Additional control and challenge through Service Level case conferences and scrutiny at DLTs
- Further scrutiny of agency usage and exit strategies continues to take place by the Council's Workforce Management Board
- Continue discussions to permanently recruit any suitable Children and Young People's Services agency workers as well as continuing with recruitment campaigns. Plans are on the way for an assessment centre in February to recruit more staff via the step-up programme
- Work with directorates to increase completion of equalities training and distribute communications.

Risks and Issues

Risk/issue	Mitigation
Timely completion of effective PDR's is essential in ensuring employees have an opportunity to reflect on their performance and how their future objectives contribute to the overall vision of the Council.	The implementation of the PDR module of the new system, scheduled to take place in the second quarter, has been delayed. Alternative arrangements to capture performance in 2019/20 are being introduced to allow reporting in the third quarter
Levels of attendance impact on flexible workforce costs, overtime and temporary workers, which can lead to potential reductions in quality of service.	Targeted intervention of hotspot areas continues with in depth reviews to ensure proactive action is being taken. Upskilling of managers and performance clinics are taking place.
A reduction in agency costs is dependent on continued successful recruitment strategies.	The Workforce Management Board maintains oversight of agency expenditure Workforce Strategy Board has oversight of directorate workforce plans.
Recruiting large numbers of Newly Qualified Social Workers (NQSWS) within Children and Young People's Services leads to inexperienced teams with a large number of social workers who have less than three years' experience, which is not ideal.	Advanced Practitioners (APs) are to continue working closely with the NQSWS, offering support and guidance to help them progress. Practice Consultants are also to continue mentoring and assisting NQSW's through the Assessed and Supported Year in Employment (ASYE) programme.
If insufficient members of staff are aware of our equalities duties because they have not completed the training, there is a risk that customers and residents could be treated unfairly and the Council could be in breach of its statutory duties.	Work will continue to ensure that all staff complete the mandatory equalities training package.

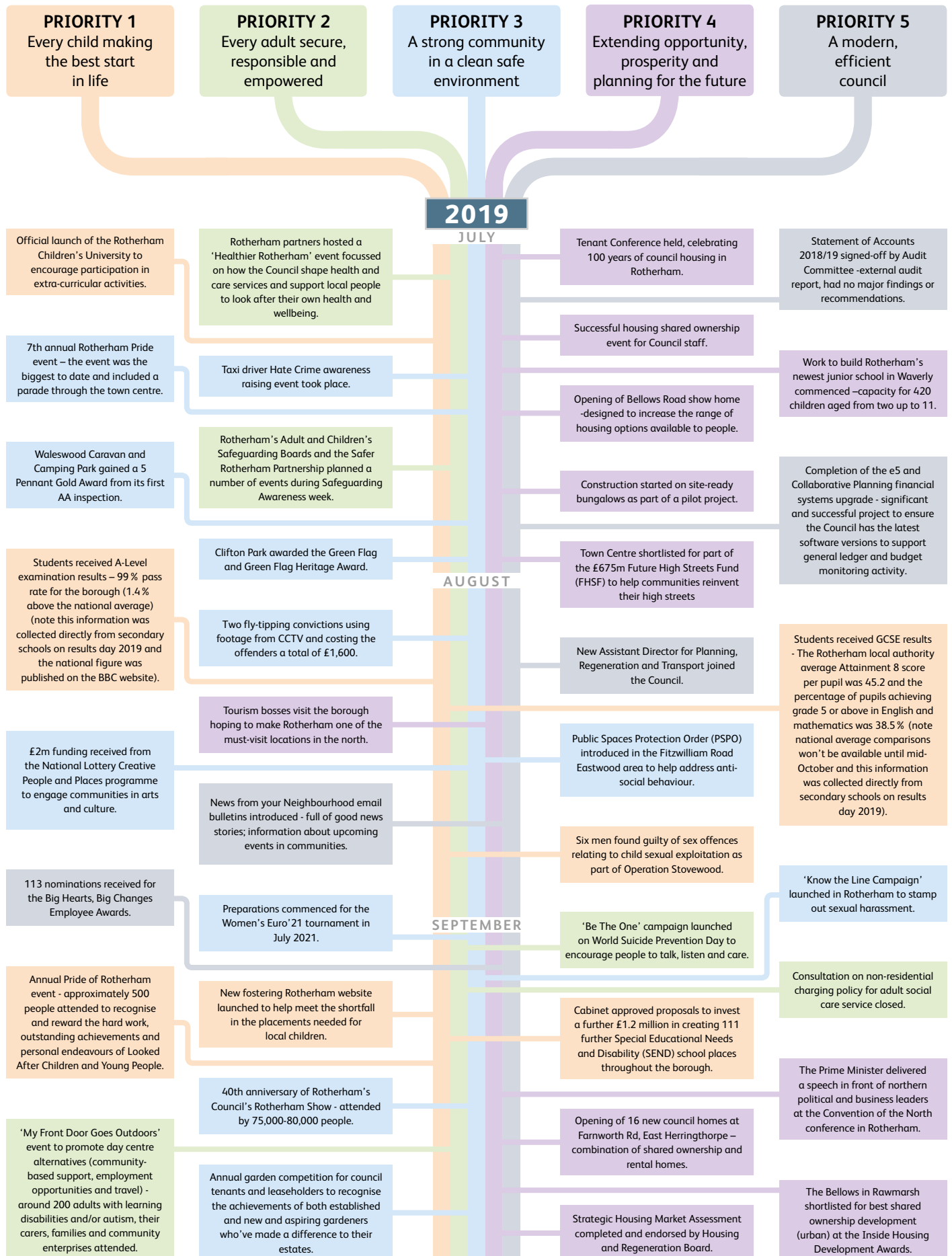
Corporate Priority 5 – A modern, efficient Council

Key	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)

Outcome	Lead Accountability (Strategic Director)	Ref No.	Action	Measure	Lead officer	Good performance	Frequency of reporting	Target	Overall status	DOT	Annual				Quarterly				Monthly			Data notes (where measure has not progressed in accordance with the target set provide details of what is being done to improve performance)				
											Year end 2015/16	Year end 2016/17	Year end 2017/18	Year end 2018/19	Q1 Apr - June 2018	Q2 Jul - Sep 2018	Q3 Oct - Dec 2018	Q4 Jan - Mar 2019	Q1 Apr - June 2019	Q2 Jul - Sep 2019	Jul-19		Aug-19	Sep-19		
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	The proportion of Council Tax collected in the current financial year	Graham Saxton - Finance and Customer Services	High	Monthly	97% (Top Quartile Met Authorities)	✗	⊕	97.3%	97.3%	97.0%	96.8%	27.4%	53.73% (cumulative)	79.99% (cumulative)	96.8% (cumulative)	27.2%	53.4%	36.0%	44.6%	53.4%	Although the collection percentage is 0.3% down on last year the actual amount of Council Tax collected so far this year (including precepts) is £3.1million up on the amount collected at this time in 2018/19. Rotherham's final collection performance in 18/19 of 96.8% whilst reduced from 97.0% in 17/18 maintained its position as top quartile performance for Metropolitan Councils. The Council also had the highest performance of all 9 South and West Yorkshire Metropolitan Councils. In-year collection has been impacted in recent years by higher than inflation increase in Council Tax in part due to the Government introducing an adult social care precept on council tax as a means of councils raising some additional funding for adult social care.		
		5.A2		The proportion of non-domestic (business) rates collected in the current financial year	Graham Saxton - Finance and Customer Services	High	Monthly	98% (Top Quartile Metropolitan Authorities)	●	⊕	98.1%	98.3%	98.5%	98.5%	28.9%	55.42% (cumulative)	80.78% (cumulative)	98.5% (cumulative)	28.0%	54.4%	36.6%	45.2%	54.4%	The collection percentage is 1.04% down on last year however this is impacted by payment on a number of larger properties being made later than in previous years. The delay in just one large payment can significantly impact collection performance for Business Rates. We are confident at this stage that in year target will be achieved. Rotherham's final collection performance in 18/19 of 98.5% was the same as reported in 17/18. This was top quartile performance for Metropolitan Councils and the 2nd highest performance of all 9 South and West Yorkshire Metropolitan Councils.		
B. Effective Governance Arrangements and decision making processes are in place	Shokat Lal, Assistant Chief Executive	5.B1	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	Number of pre-scrutiny recommendations adopted	James McLaughlin, Assistant Chief Executive's Directorate	High	Quarterly	90%	✓	⊕	Not available - not previously been required	100%	96%	95%	83%	100%	96%	100%	100%	100%				In July, pre scrutiny was carried out by Overview and Scrutiny Management Board (OSMB) on three Cabinet papers and in September four papers were scrutinised. All recommendations were accepted. (There was no meeting in August).		
C. Staff listen and are responsive to customers to understand and relate to their needs	Shokat Lal, Assistant Chief Executive	5.C1	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	The proportion of complaints closed and within timescale	Jackie Mould - Assistant Chief Executive's Directorate	High	Monthly	85% (Cumulative)	✓	⊕	80%	89%	79%	87%	88%	79% (cumulative)	83% (cumulative)	87% (cumulative)	95%	90%	88%	93%	89%	Performance continues to be over 85% target but has decreased since the previous quarter. Issue identified in Housing and R+E. Feedback and discussion has taken place at DLT meetings and actions will be taken to address. Complaints Team will support individuals in critical service areas.		
		5.C2	Resident satisfaction - Assessing overall public opinion on the way the council is working and responding to customers	The proportion of residents who feel that the Council keeps them informed	Christopher Burton, Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	Equal to or >50%	■		44% June 2015 49% December 2015	43% June 2016 46% December 2016	49% June 2017 53% February 2018 very or fairly well informed	53% (Wave 8 December 2018) very or fairly well informed	52% (Wave 7 June 2018) very or fairly well informed		53% (Wave 8 December 2018) very or fairly well informed		51% (Wave 9 June 2019) very or fairly well informed					The next resident survey will be conducted in June 2020, following a decision to move from twice-yearly annual surveys. The sample size will roughly double, meaning a broader section of the borough's residents will be involved in the survey. This is to bring both aspects of the survey more closely in line with local authorities across the country, against whom the Council benchmarks.		
	5.C3	Enable customers to be active and interact with the Council in an efficient way, accessing more services online	The proportion of transactions a) online	Luke Sayers - Finance and Customer Services	High	Quarterly	28%	✓	⊕	36%	21%	25% (average total for the year)	37% (average total for the year)		50%		24%	28%	28%							
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	The proportion of PDR completion	Shokat Lal, Assistant Chief Executive	High	Quarterly	95%	■		96%	96%	93%	96% (cumulative)	69%	94% (cumulative)	95% (cumulative)	96% (cumulative)	N/K	N/K					The PDR module of the new HR and Payroll system which was scheduled to go live for managers to record PDR completions in the second quarter has been delayed. Alternative methods will be used to capture completions in Directorates for reporting in the third quarter.	
		5.D2	Sickness is managed and staff wellbeing supported	The number of days lost per FTE	Shokat Lal, Assistant Chief Executive	Low	Monthly	10.3	✗	⊕	10.43 Days (excluding schools)	10.97 Days (excluding schools)	10.26	11.40 days (excluding schools)	10.28 days (excluding schools)	10.64 days (excluding schools)	11.09 days (excluding schools)	11.40 days (excluding schools)	11.02 days (excluding schools)	11.48 days (excluding schools)	11.2 days (excluding schools)	11.33 days (excluding school)	11.48 days (excluding schools)	The Attendance Management Policy has been reviewed and face to face training sessions for managers commenced in September. Absence in Adult Care Services continue to be a priority area, dedicated service training sessions and performance clinics are taking place, a review of all long term absence case management has occurred and regular further review periods established.		
		5.D3	Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost	Shokat Lal, Assistant Chief Executive	Low	Monthly	10% reduction	✓	⊕	£6.8m	£10.2m	£8.33m	£8.831m	£1.929m (-39% cumulative)	£4.091m (-22% cumulative)	£5.810m (-13% annual forecast)	£6.831m (-18%)	£3.5m (-49% annual forecast)	£3.5m (-49% annual forecast)	£3.5m (-49% annual forecast)	£3.5m (-49% annual forecast)	£3.5m (-49% annual forecast)	£3.5m (-49% annual forecast)	£3.5m (-49% annual forecast)	Agency usage has reduced as permanent staff have been appointed to hard to recruit to roles.
		5.D4		The proportion of the children's social care establishment (social workers and team managers) who are agency staff.	Sally Hodges, Interim Strategic Director CYPSS	Low	Monthly	10%	✓	⊕		22.8% (67.5)	18.6% (60)	4.93% (14)	14.6% (46)	10.74% (31.1)	7.20% (21.5)	4.93% (14)	2.2% (6)	2.2% (6)	2.2% (6)	2.2% (6)	2.2% (6)	2.2% (6)	The percentage of agency staff within CYPSS has continued at 2.2% throughout Q2. This is significantly below the national average of 16%.	
		5.D5	Members are able to fulfil their roles as effective community leaders	The proportion of members receive a personal development interview leading to a structured learning and development plan	James McLaughlin, Assistant Chief Executive's Directorate	High	Annual	95%	■		80%	87%	100%	Not available - see data notes				Not available - see data notes	Not available - see data notes	Not available - see data notes						Personal development reviews are not currently planned to take place in the final year of the Council term.
		5.D6	The Council complies with good practice in equalities	The proportion of Cabinet reports where an Equality Analysis Screening Assessment has been completed	Jackie Mould - Assistant Chief Executive's Directorate	High	Quarterly	100%	●	⊕											44.4%	95.8%				Performance has improved significantly during Quarter 2. During this period there were 27 reports in total (11 July and 16 in September). Of these 3 had full EAs and didn't require screenings and 24 reports required screenings. In total 23 had screenings completed and 1 screening was not completed (Recommended Adoption of Policies - Support for Elected Members report). This therefore equates to 95.8%. The Equality Officer is now responsible for signing off all Cabinet reports and a Corporate equality screening and analysis briefing has been distributed to all staff to improve performance and ensure equality impacts are considered appropriately.
		5.D7		The proportion of Council Staff who have completed the mandatory Equality Training	Jackie Mould - Assistant Chief Executive's Directorate	High	Quarterly	Q1 - 75% Q2 - 85% Q3 & Q4 - 95%	✗	⊕											72%	68%				68% (2617 of 3828 employees) of Council employees have completed the mandatory equality training against a Q2 target of 85%. Completion rates are particularly low in CYPSS and R&E and targeted work will take place during the next few months to help improve performance. It should be noted that performance has decreased due to fluctuating staff numbers and accounts.

TIMELINE OF KEY ACHIEVEMENTS/ACTIVITIES

The timeline below shows some of the key achievements and activities which have taken place over Quarter 2 (July – September 2019).



PRIORITY 1: Every child making the best start in life

Rotherham launches Children's University



Pupils at the launch event at Wales High School

The South Yorkshire Children's University achieved its first milestone with the official launch of the Rotherham Children's University in July 2019.

Following a successful pilot phase earlier in the year, Rotherham Children's University, led by Rotherham Council, will work with all schools across the area from September.

The Children's University is a national charity which works with schools to encourage participation in extra-curricular activities. Children attend special graduation ceremonies, receiving various awards and accolades when they clock up a target number of activity hours.

Cllr Gordon Watson, Deputy Leader and Cabinet Member for Children and Young People's Services at Rotherham Council, said:

"We are committed to giving all children in Rotherham the best start in life and encouraging learning with programmes like this opens up so many opportunities, raising ambitions and aspirations for young people. I am very pleased that Rotherham Council is supporting this initiative and I would encourage our schools to take part."

At a special event at Wales High School to celebrate the launch, children and families from six Rotherham schools who participated in the pilot were awarded certificates by the Mayor of Rotherham, Cllr Jenny Andrews.

The creation of Rotherham Children's University is the first step in a wider programme of expansion for the South Yorkshire Children's University, which is working to extend the highly successful Sheffield Children's University model across South Yorkshire.

The expansion has been made possible with support from Sheffield City Region Mayor Dan Jarvis MP, who pledged £95,000 of his Mayoral Capacity Funding to the project earlier this year and Sheffield Hallam University's social mobility programme South Yorkshire Futures, which currently hosts the South Yorkshire Children's University team and has helped support its development.

Dan Jarvis said:

"I'm delighted to see that young people across Rotherham will now get access to new opportunities, thanks to the expansion of the Children's University.

It's so important that all children and young people, regardless of their backgrounds, have an equal chance to learn, make new friends and widen their range of experiences.

This is what the Children's University project is now going to offer to all young people in Rotherham, so I'm pleased to have been able to commit funding to make it happen."

The success of the project to date has also been made possible thanks to support from Sheffield City Council, which has released expertise from Sheffield Children's University to deliver these ambitions for the benefit of the wider region.

PRIORITY 1: Every child making the best start in life

Research by the Sheffield Children's University team has shown that children in the region taking part in Children's University make two additional months' progress in reading and maths compared to children in other schools.

The Sheffield Children's University, led by Katie Hamshaw and Helen Oades, is the biggest model in the country. Since its launch in 2005, more than 15,000 children and young people have attended a graduation ceremony. Katie and Helen are now leading the expansion project across South Yorkshire.

Katie said:

“Through the launch of Rotherham Children's University, we are one step closer to ensuring all children and young people across South Yorkshire are able to benefit from Children's University in their local area.

We are incredibly excited to be working with the Rotherham Council to ensure that local children and families can be celebrated for their commitment to learning in their own time. In a short time frame, we have seen many positive outcomes from the schools and families involved, and are looking forward to building on the success of the pilot phase, and engaging with even more schools and families next academic year.”

Schools in Rotherham interested in joining the Children's University Scheme should contact Rotherham Council's School Improvement Service.

PRIORITY 1: Every child making the best start in life

PRIDE OF ROTHERHAM EVENT 2019

The third Pride of Rotherham Event was held on the 27th September 2019 in which the achievements of 230 looked after children and care leavers were celebrated in front of their peers, social workers, senior managers, elected members and the Mayor of Rotherham, Jenny Andrews and Mayoress, Jeanette Mallinder.

For the first time the event was held at the Magna Science Adventure Centre and given the significantly larger venue there was some anxiety about the room being filled. However, these anxieties were misplaced with additional tables having to be set out with over 500 adults and children turning up which created a fantastic atmosphere.

The theme for 2019 was set by the LAC Council as being 'Glow Big or Glow Home' and this was embraced by most of the guests who arrived in their most luminous of outfits.

There was the, by now, traditional opening 'entertainment' provided by the LAC Senior Management Team and Principal Social Worker followed by a local Street dance group who were amazing and truly put the management team in their place.

.And then to the main event – awards were given to children and young people in the categories of Arts and Drama, Educational Achievement, Sports and Leisure, Community Involvement, Successful Transitions to Adulthood and, for the first time an award for health bravery.

Lead Member for Children Cllr Watson, Assistant Director Ailsa Barr, Virtual School Head teachers Peter Douglas and Tina Hohn and the captain of Sheffield Steelers Ice Hockey Team were kind enough to volunteer to present the awards which consisted of a trophy and a certificate and which were acknowledged with raucous cheers and applause.

Awards were given for the whole variety of achievements including earning karate belts, representing the County in a range of sports, appearing on stage in theatre and musical productions, making small but significant steps in development, educational attainment, being a National Ambassador for the House Project and for being a committed member of the LAC Council and contributing to improving the experience of being looked after for all 630 children in our care.

As always it was both humbling and inspiring to witness the range and extent of achievements made by children and young people over the course of the past 12 months. It also served as a reminder of what huge potential these young people have if they are provided with the right levels of support from their corporate parents.

Highlights of the awards process included the young man who did the best 'floss dance' on stage, another who did the moonwalk and a third who had the whole audience of over 500 people sing 'Happy Birthday' to him.

The evening was rounded off with a disco and plenty of dancing led by the resident choreographer Claire.

PRIORITY 1: Every child making the best start in life

After the event Cllr Robert Elliott sent a message to the event organisers stating:

“A huge thank you to you and the team for a fantastic evening on Friday, the best yet in my opinion and a credit to you all.”

Emma Darby, foster carer, said:

“Thank you!! We left just after N received his award, as he was ready for bed. But I just wanted to say a huge thankyou, it was a wonderful night, our kids all loved it.”

Special thanks go out to the people who did so much work behind the scenes; Alex Badger who did so much of the organisational logistics and problem solving and attended the event despite being 8½ month’s pregnant and Bev Parkin and Dianne Brownette.

CASE STUDIES

PRIORITY 2: Every adult secure, responsible and empowered

Be the One campaign



“Be the One” is Rotherham’s suicide prevention campaign. Created by NHS Rotherham Clinical Commissioning Group and Rotherham Metropolitan Borough Council, it is about creating a social movement in Rotherham that:

- raises awareness amongst the general population of how to help individuals in emotional distress and experiencing suicidal thoughts
- raises awareness of the types of mental health support available for those in need
- supports the reduction of suicide rates in Rotherham

The campaign launched on Tuesday 10th September 2019 at the Chislett Community Centre, to coincide with World Suicide Prevention Day, with representatives from community groups, local emergency services, members of the public, the Council and the CCG. There was a showing of a specially commissioned film as well as the opportunity for individuals and organisations to make a ‘promise’ to take action on suicide prevention.

The campaign encourages Rotherham people to talk, listen, care and empowers them to talk to someone they are worried about, whether a stranger or someone they know, listen to someone who is having mental health issues to help them feel less alone, and to care about those around them to prevent people from reaching the point of suicide.

The response to the campaign has been overwhelming from people in Rotherham and beyond. The “Be the One” campaign has achieved a reach of more than one million impressions on social media. Special thanks go to friends at Rotherham United who have promoted the campaign and shown the video on match days.



People have also been in contact to share their own experiences in the hope that, by telling their stories, one other person will be helped.

To date there have been:

- Twitter –143 followers, reaching out to 867,768 people through others sharing the posts.
- Facebook –147 followers, reaching out to 220,095 through people sharing the posts.

The total number of people the “Be the One” posts have been shared to now stands at 1,087,863.

CASE STUDIES

PRIORITY 2: Every adult secure, responsible and empowered

My Front Door Goes Outdoors event



Around 200 adults with learning disabilities and/or autism, their carers, families and community enterprises came to Clifton Park in September for a fun-filled activity day. The purpose of the event was to introduce people to the wide range of community-based support, employment, opportunities to build friendship groups and to travel as independently as possible around the borough as alternatives to attending day care centres.

Monsoon weather couldn't dampen their spirits, and with the help of the wonderful staff at Clifton Park Museum the whole event went back indoors in a museum takeover that people will be talking about for a very long time.

The drastic change in plan and layout worked really well as the museum was transformed into a labyrinth of great people and enterprises running fantastic workshops and information stations. At every corner you turned into another space where there was music, drama, art and crafts, sensory experiences, beauty therapy and much more taking place in amongst the artifacts, grand rooms and historic paintings. Similarly, in the walled garden space, enterprises evidenced their flexibility and positive approach to help turn the

room into an information hub with refreshments ran heroically by members of Speakup and Dexx Life Skills Rotherham. Praise must go to the sports team of Sense who did not let the rain stop them showcasing some of their fantastic sports offers in the outdoor gazebo.

The event really helped to showcase some of the truly fantastic support services available in Rotherham and the amazing work that they and their members achieve together. Furthermore it was fantastic to see so many of the members of the enterprises showcasing their skills on the day including fantastic beauty therapy, great dance workshop and the inspirational drama production. It is this approach that is central to the ethos of the Community Catalysts and My Front Door Projects!

FEEDBACK QUOTES:

"This is all fantastic. We wish we had this where we are. There are no events like this where we are" (Organisation from Sheffield)

"I wanted to say what a fabulously well organised event, particularly with the crisis management in the face of the weather. All of your people were a joy to work with and very helpful. It was a very welcoming environment to come into and the constant checking that we were ok was delightful" (Steve Life Act)

"We all thoroughly enjoyed the event on Tuesday, the weather did not dampen our spirits. It was nice to see it so well supported too. We met some great people and managed to show case Social Eyes to many interested people" (Claire and Faye Social Eyes)

"It was a good day and lots of contacts made. Pleasing to here positive feedback and to promote awareness of all offers" (Nick Parity Care)

PRIORITY 3: A strong community in a clean, safe environment

Celebrating 40 Years of the Rotherham Show



The Rotherham Show celebrated its 40th birthday in September, with between 75,000 and 80,000 visitors over the weekend, and many positive reviews.

The Rotherham Show offered a wide mix of entertainment, live music and lots of activities, all wrapped up in the beautiful surroundings of Clifton Park (recently named a top 10 UK People's Choice award for the fourth year running).

The show has always been a family-focused event and this year, as a child friendly borough, a number of additional elements were introduced. This included a new Children & Families area, with young people being involved in its creation. Working with local artists, young people developed a space in which families and young people could relax and be creative. Young curators said they wanted a positive message of confidence, pride and belief in the future of Rotherham which was embodied by the phrase, Let's Do It.

Artist James Brunt supported young people to create a tactile sensory space featuring empowering messages. Here, visitors could reconnect with nature and experience just how important parks and green spaces are to happiness and wellbeing.

A designated picnic area was created by local artist Gemma Nemer. Using the art of salvage and recreation, Picnic Plains used multi-level seating to create a unique social area. Visitors were welcomed with bamboo mini-wigwams, raffia umbrellas, wooden bobbins, hay bales and benches. This was a place for families to relax, eat food, and take part in activities. At the centre, there was an interactive and creative zone under an open sided Tipi, surrounded by beautiful handmade and recycled flowers.

Also in the Children & Families area, visitors were left impressed by the Let's Circus Village with the big top, outdoor performance area and festival zones alongside the quirky Vegetable Nannies installation.



In BEES! The Colony, visitors could wander amongst the honey-perfumed Bee Colony, finding a variety of ways to view and interact with the contents of the impossible Bee Hives. Tended by real beekeepers, in each bee hive was a surprising twist.

There was also a Retro Games & Activity area, which was introduced last year and proved to be very popular, with family games, live shows, walkabouts and a large inflatable helter skelter.

Music has always been popular at the show, and this year there was a wide-ranging and eclectic

PRIORITY 3: A strong community in a clean, safe environment

mix of music – from roots, folk, acoustic dance and electronica on the 40th Anniversary Celebration Stage to rock, pop, folk and jazz in the Music Marquee and stepping back in time with 1940s and 1950s music on Saturday at the Band Stand, as well as the day of brass bands.

The Celebration Stage, curated by Rotherham-based artist and composer Mark Fell, invited world-leading performers from Rotherham and around the globe to join the party.



A dedicated Facebook page was set up this year, reaching around 100,000 people, and which now has a number of five star reviews, including,

“5 stars! You’ve done a great job this year. Absolutely loved it. Please bring back Let’s Circus as their show was brilliantly funny and their positive message to children super sound. So many friendly people in Rotherham it makes me proud to be a resident here.”

“Great atmosphere and felt especially well laid out this year.”

“We came today, best show yet. My in-laws came down from Durham for the show, they loved it, kids loved every minute, very impressed this year.”

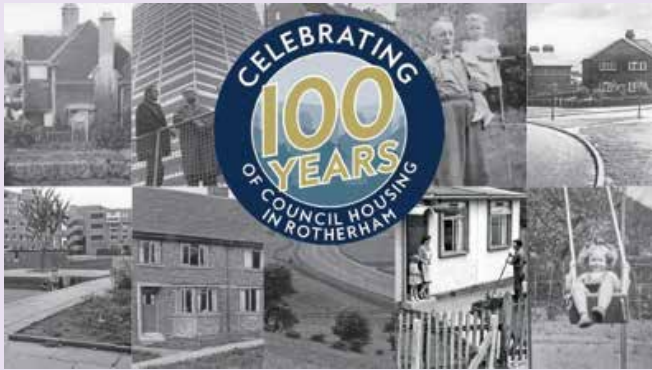
“It is the best Rotherham Show there has been for a long time. Loved how many free things there were to see and do. The show had a lovely atmosphere.”

The Rotherham Show event page revealed that most people followed the page from Rotherham (with 28 % of followers), but other popular towns included Sheffield (23 %), whilst Doncaster and Barnsley each shared 5 % of the audience.

Delivery of a great 40th Anniversary Show was a milestone within the new Cultural Strategy, endorsed by Cabinet in June 2019, and part of the Amazing Events game-changer. The overarching mission of the strategy is to ‘enable more people to get active, creative and outdoors, more often’ as a way to improve health and wellbeing, and support community cohesion, economic growth and civic pride.

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

Celebrating 100 years of Council Housing



This centenary not only marks a milestone in the borough's rich history of social housing, it provided an opportunity to showcase the exciting developments the Council are building across the borough to ensure a strong future for council housing in Rotherham. The Housing Act of 1919 gave Councils across the country the responsibility to build houses for the first time.

Rotherham was one of the first Councils to take up this opportunity, building houses at what is now East Dene in 1919. The very first home, 1 First Avenue, is just one of the 20,500 Council-owned homes across the borough today. Throughout the last century, Rotherham has been at the forefront of council housing, winning awards for design standards and showing progressive ideas across generations. The very first homes built by Councils across the country were built to the design standards of Raymond Unwin, an architect born in Rotherham and highlighted in this issue.

The Council wants to continue to be at the forefront of council housing and there are ambitious plans for the future. Currently, the Council are investing over £50 million into building new homes for local residents to rent and buy over the next five years using the Rother Living brand.

The community of Council tenants are active and engaged, and many tenants have embraced celebrating 100 years of council housing by sharing their photographs, memorabilia and stories for an exhibition that will tour the borough throughout the year.

The exhibition was launched at the annual Tenants Open Day held at the New York Stadium in July 2019. There was a fantastic turnout and more than 180 people attended, including 120 tenants and 30 stalls providing information for the participants.

In July 2019, Council leaders also unveiled a plaque to commemorate the first ever council home in the borough on First Avenue in East Dene. Usually commemorative plaques adorn buildings where famous people have been born or lived. The Council has instead taken the unusual step to install a commemorative plaque on the borough's first ever council house in order to celebrate 100 years of council housing.

This came in the same week the Council unveiled plans for a shared ownership scheme, which aims to make home ownership affordable.

Stella Parkin (Council tenant and Chair of Housing Involvement Panel) said:

“When I wrote to the Council suggesting the borough should celebrate 100 years of Council Housing I had no idea where it would lead. It was great to co-produce this idea with the Council and turn it into reality with tenants embracing celebrating 100 years of council housing by sharing their photographs, memorabilia and stories for an exhibition that will tour the borough throughout this year, which all started at the Tenant's Open Day which was a great success.”

PRIORITY 5: A modern, efficient council

News from your Neighbourhood

A key strand of the Council's Thriving Neighbourhoods Strategy is to enhance communications and engagement with local communities.

The Council's communications activity has traditionally been built on relationships with the press, social media and paid-for advertising campaigns. While this has been effective at sharing corporate messages with a wide audience, it lacks the nuance that resonates at a local level.

To meet this challenge, and to deliver an effective solution which meets the needs of communities, a new neighbourhoods communications and engagement framework has been introduced.

The key pillar of this framework is the introduction of a new set of neighbourhood specific email updates. Under the banner of 'News from your Neighbourhood', each electoral ward now has a dedicated monthly e-bulletin.

The e-bulletins contain news and information about how community stakeholders, including elected members, residents, voluntary and community groups and other agencies are delivering on the ward priorities as identified in their ward plans. They also provide a channel by which news content generated by communities themselves can be shared with a wider audience.

Each edition of 'News from your Neighbourhood' bulletins adheres to the same template, which includes a header image for each ward, contact details for elected members and the neighbourhoods staff for the area. The updates are authored and edited by the neighbourhood coordinator for each ward, so while they look very similar at first glance, the content and style within them varies significantly from one ward to the next. This has enabled each ward update to take

on its own flavour and emphasis.

Some updates have included submissions from members of the community who read them, for example the October issue of the Rawmarsh update included an article written by a member of a local running group which celebrated an award won by one of its members, and encouraged other readers to join them.

The schedule for distribution is mapped against the calendar month. Each ward update is assigned a different day. For instance, the Brinsworth and Catcliffe ward update goes out on the first Friday of the month, and the Wickersley ward update is sent on the third Thursday. This means that a message from the Neighbourhoods team is sent on almost every working day of the year.

Each update is automatically copied to the whole neighbourhoods team, so there are opportunities for observing best practice and sharing ideas within the team. The programme is managed by the Neighbourhoods' Senior Communications Officer who provides administrative and editorial support to the wider team.

While the updates are principally about sharing relevant community related news, they remain a council-owned channel of communication and, as such, can be used to share corporate campaign messages. However there is a 'safeguard' built in to prevent the updates from becoming overly corporate, with a ratio of at least two neighbourhood related items for every 'corporate' one. Where there are corporate messages included they are relevant to the area they are being targeted at, and tailored accordingly.

Since the first bulletins were published in July 2019 nearly 1,300 people have subscribed to receive them. Anyone can sign up to receive them at bit.ly/neighbourhoodupdates