

# RMBC CORPORATE PLAN 2016-17

## PERFORMANCE REPORT

**Period:**

**Quarter 3 (September – December 2016)**

### **About this report:**

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

### **The Council's 4 Priorities:**

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

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

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

**Headline narratives:**

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

<p><b>Every child making the best start in life</b></p> <p>We are working to ensure that Rotherham becomes a child-centred borough, where young people are supported by their families and community, and are protected from harm. We will focus on the rights and voice of the child; keeping children safe and healthy; ensuring children reach their potential; creating an inclusive borough; and harnessing the resources of communities to engender a sense of place. We want a Rotherham where young people can thrive and go on to lead successful lives. Children and young people need the skills, knowledge and experience to fully participate in a highly skilled economy.</p>	<p><b>Every adult secure, responsible and empowered</b></p> <p>We want to help all adults enjoy good health and live independently for as long as possible and to support people to make choices about how best to do this. We want a Rotherham where vulnerable adults, such as those with disabilities and older people and their carers, have the necessary support within their community.</p>
<p><b>A strong community in a clean safe environment</b></p> <p>We are committed to a Rotherham where residents live good quality lives in a place where people come together and contribute as one community, where people value decency and dignity and where neighbourhoods are safe, clean, green and well-maintained.</p>	<p><b>Extending opportunity, prosperity and planning for the future</b></p> <p>We are building a borough where people can grow, flourish and prosper. We will promote innovation and growth in the local economy, encourage regeneration, strengthen the skills of the local workforce and support people into jobs. We want a Rotherham where residents are proud to live and work.</p>
<p><b>Running of a modern, efficient Council</b></p> <p>This underpins the Council's ability to deliver the vision for Rotherham. It enables local people and the Government to be confident in its effectiveness, responsiveness to local need and accountability to citizens. A modern, efficient council will provide value for money, customer-focused services, make best use of the resources available to it, be outward looking and work effectively with partners.</p>	

## The Council's headline outcomes

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

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

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

## Key to performance monitoring

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

### Overall status (relevant to target)



Measure progressing above or in line with target set



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



Measure has not progressed in accordance with target set



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



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



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

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



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

## Executive summary

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

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

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

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

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

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

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

### Priority 1 - Every child making the best start in life

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

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

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

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

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

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

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

## Priority 2 - Every adult secure, responsible and empowered

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### Priority 5 - Running a modern, efficient Council

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

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

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

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

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

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

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

## Priority 1: Every child making the best start in life

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

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

### Overview of progress:

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

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

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

### Exceptions:

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

### Performance story/narrative:

**1.A1** - There is no good or bad performance in relation to the numbers of Children in Need (CIN), although it is important to monitor against statistical neighbour and national averages as numbers considerably higher or lower than average can be an indicator of other performance issues. The numbers in December remains high at 375 children per 10,000 population, though lower than the 390 at the end of Q2.

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

effectiveness of CIN planning where appropriate.

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

One of the measures of success of the Council's Early Help offer will be, over time, a reduction in the numbers of CIN, as families are offered support at an earlier point before concerns escalate.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

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

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

**Overview of progress:**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Exceptions:**

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

**Performance story/narrative:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **Ongoing risks and challenges ahead:**

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

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

on track

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

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

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

### Lead accountability:

**Terri Roche**, Director – Public Health

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

### Overview of progress:

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

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

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

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

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

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

### Exceptions:

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

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

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

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

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

## Priority 2: Every adult secure, responsible and empowered

### Outcome: A. Adults are enabled to live healthier lives

#### Lead accountability:

**Terri Roche**, Director – Public Health

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

#### Overview of progress:

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

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

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

#### Exceptions:

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

#### Performance story/narrative:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

**Overview of progress:**

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

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

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

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

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

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

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

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

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

#### Exceptions:

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

#### Performance story/narrative:

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

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

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

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

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

**Ref No. 2.B2 Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 population (priority measure) -**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

***Corporate Plan action - Modernise Enablement Services to maximise independence***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

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

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

#### Lead accountability:

**Damien Wilson**, Strategic Director – Regeneration and Environment

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

#### Overview of progress:

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

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

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

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

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

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

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

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

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

### Exceptions:

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

### Performance story/narrative:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

people visited Wath Library on 25<sup>th</sup> November for the Wath Lights Ceremony.

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

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

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

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

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

### Overview of progress:

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

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

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

### Exceptions:

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

### Performance story/narrative:

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

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

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

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

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

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

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

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

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

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

The works have been undertaken on -

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

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

#### Lead accountability:

**Damien Wilson**, Strategic Director – Regeneration and Environment

#### Overview of progress:

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

#### Exceptions:

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

#### Performance story/narrative:

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **Ongoing risks and challenges ahead:**

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

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

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

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

**Lead accountability:**

**Anne Marie Lubanski**, Strategic Director Adult Social Care and Housing

**Overview of progress:**

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

**Exceptions:**

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

**Performance story/narrative:**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

### Lead accountability:

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

### Overview of progress:

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

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

- |                 |   |                                  |             |             |
|-----------------|---|----------------------------------|-------------|-------------|
| • Enrolments    | - |                                  | Target 3500 | Actual 1500 |
| • Success Rates | - | <b>Adult Skills Budget (ASB)</b> | Target 80%  | Actual 60%  |
|                 |   | <b>Community Learning</b>        | Target 85%  | Actual 84%  |
| • Progression   | - |                                  | Target 60%  | Actual 69%  |

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

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

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

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

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

**Exceptions:**

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

**Performance story/narrative:**

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

## Priority 5: Running a modern, efficient Council

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

### Lead accountability:

**Judith Badger**, Strategic Director – Finance & Customer Services

### Overview of progress:

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

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

### Exceptions:

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

**Performance story/narrative:****Action - Maximising the local revenues available to fund council services**

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

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

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

**Lead accountability:**

**Judith Badger**, Strategic Director – Finance & Customer Services

**Shokat Lal**, Assistant Chief Executive

**Overview of progress:**

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

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

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

**Exceptions:**

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

**Story/narrative:**

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

**Lead accountability:**

**Judith Badger**, Strategic Director – Finance & Customer Services

**Shokat Lal**, Assistant Chief Executive

**Overview of progress:**

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

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

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

**Exceptions:**

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

**Performance story/narrative:*****Corporate Plan Action - Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way***

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

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

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

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

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

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

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

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

responsiveness and value for money.

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

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

**Ongoing risks and challenges ahead:**

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

## Outcome: D Effective members, workforce and organisational culture

**Lead accountability:** Shokat Lal, Assistant Chief Executive

### Overview of progress:

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

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

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

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

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

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

### Exceptions:

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

	<p><b>Ref No. 5.D4</b> - Activity remains underway to support the target for 85% of members to have a personal development plan, but this is subject to members committing to a positive approach personal development planning</p>
<p><b>Performance story/narrative:</b>  <b><i>Corporate Plan Action - Staff and managers have an opportunity to reflect on performance, agree future objectives and are aware of how they contribute to the overall vision</i></b></p> <p><b>Ref No. 5.D1 % PDR completion</b> - Timely completion of effective PDRs is vital in ensuring that staff and managers have an opportunity to reflect on their performance and how their future objectives contribute to the overall vision. Completion of PDRs - exceeded the 95% target. The HR team commenced a review of completed PDRs in October to check on the quality of the submissions. Findings will be reported to SLT by the end of January, together with recommendations for changes to the process for 2017. Approx. 50 interviews have taken place with reviewers and reviewees and a moderation meeting has taken place to review findings. Review of files is in progress.</p> <p>A 'lessons learned' exercise will be carried out in the New Year to further improve both the process and the quality of appraisal. Two phases of PDR enhancements will follow. The first phase will focus on incorporation of the values and behaviours, clarification of mandatory training and consideration of career progression/succession planning needs to be introduced by March 2017. A second phase looking at a more fundamental review of the performance elements and options for online completion/recording will be completed by March 2018.</p> <p><b>Ref No. 5.D2 Days lost to sickness absence</b> - decreased in the quarter but performance is still off target. One factor in this is thought to be the extent of reorganisation and change processes creating staff uncertainty.</p> <p>The HR Service has continued targeted support to individual managers by Business Partners and systems based reminders where action is required. A number of workshops for managers have been held – e.g. Regeneration and Environment, where the Strategic Director attended and emphasised the importance of timely action. In CYPS a 6 month programme of support agreed in May is currently being reviewed and refocused for a further period.</p> <p>In addition, HR is seeking SLT agreement to a reorganisation of how it supports management of sickness. It is proposed that the most difficult outstanding cases be managed corporately by a dedicated, specialist team focussed on managing them to resolution. New cases will be triaged to ensure that action is immediately focussed on difficult cases.</p> <p>HR is revising the e-learning package for managers and this will be used in</p>	

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

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

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

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

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

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

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

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

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

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

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

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

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

**Ongoing risks and challenges ahead:**

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

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

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

**OVERALL PERFORMANCE SCORECARD**

*As per separate document*