

**RMBC Corporate Plan – first version – 1<sup>st</sup> December 2015**

# **RMBC Corporate Plan**

## **2016 – 2018**

### **Version 1**

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### **Section 1 – Foreword by the Leader of the Council**

In February 2015, Louise Casey's Corporate Governance Inspection declared that Rotherham Council was not fit for purpose. It resulted in far reaching government intervention including the appointment by the government of Commissioners to oversee the running of the council. Her report had been triggered by Professor Alexis's Jay's inquiry into Child Sexual Exploitation in the borough. These reports identified serious failings in the way the Council was run, meaning that some of the most vulnerable members of our communities had not been protected and supported in the way that they should have been. The Council's leadership was deemed ineffective, with no "shared vision".

We can't change the past. But our journey since then has been to do all that we can to return the Council to full health. The Council is determined to put things right and to build a new kind of organisation and culture which will serve Rotherham people much better in future. We are making real progress.

There is a new Advisory Cabinet in place, working with the Commissioners to make sure their decisions reflect the concerns of local people and the views of elected members of the council. A new senior management team is now being put in place, led by a new Chief Executive who will be in post from early 2015, when this Plan takes effect.

We have sought expert guidance to strengthen our Scrutiny system. Councillors are actively reviewing our system of governance. We have also invited external scrutiny of several of our services by experienced officers from other authorities to check that they are performing to the standards expected across local government.

We have worked more proactively with our partners across Rotherham to put in place new arrangements for partnership working across key issues such as health and wellbeing; community safety and economic growth.

We are paying close attention to developing the skills and behaviours required of members and officers in a modern, efficient council which is focused on the needs of its residents.

This Corporate Plan is an important milestone in the Council's improvement journey. It sets out the Council's vision for the future of the Borough, developed by the Council's democratic, political leaders after the most extensive consultation that the authority has ever held with local people. Our '*Views from Rotherham*' programme enabled the council's political leadership, Commissioners and senior officers to meet over 1,400 local people over the summer and early autumn of this year to hear their views and priorities for the future.

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Section 3 of this Plan sets out a new Vision for Rotherham – our home, where together we are safe and we can achieve and prosper. It details the priorities that will underpin the vision and the type of council we need to be to deliver that in the face of the challenges ahead of us.

We want to see a borough where children make the best start in life; adults feel secure, responsible and empowered; there is a strong community enjoying a clean and safe environment and we extend opportunity and plan for the future.

Section 6 sets out the specific measures by which we intend to make this vision real. They chart the way ahead. We will be carefully monitoring and challenging our progress. These measures will develop and improve over time and will be subject to regular scrutiny.

We hope and expect that our partners and people across the borough will work with us, and hold us to account – and that our progress will give you growing confidence that you once again have the well performing and responsive council that you expect and deserve. With that confidence restored we will be in a position to see more powers returned to local democratic control.

Cllr Chris Read  
Leader of the Council

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### **Section 2 – The Rotherham context**

#### **2.1 Rotherham's history**

2.1.1 Rotherham Council is currently subject to extensive intervention, with most of its executive powers resting with five Government appointed Commissioners. This intervention, announced in February 2015, followed on from the independent inquiry of Professor Alexis Jay into child sexual exploitation (CSE) in August 2014; an Ofsted inspection of the council's children's social services which found these to be inadequate (November 2014); and the subsequent Corporate Governance Inspection by Louise Casey CB (February 2015) which found widespread corporate failings.

2.1.2 The Secretary of State gave the following reasons for intervention:

- To deliver improvements in services and outcomes for the people of Rotherham
- To rebuild the governance capacity of the authority, addressing the deep seated culture of poor governance and leadership
- To restore public trust and confidence in Rotherham
- To ensure that as soon as practicable all of the authority's functions are exercised in conformity with the duty of best value.

2.1.3 In short, the council failed the victims and survivors of CSE, tolerated poor performance in its children's services for too long and its governance arrangements did not provide sufficient challenge to poor performance or unacceptable behaviour across the entire organisation. Its leadership – political and officer - did not provide a clear sense of purpose and direction for the Borough and these failings were compounded by poor relationships with partners, when good partnership working is key to tackling many of the difficult issues and challenges that Rotherham faces.

2.1.4 The council accepts and acknowledges these failings and is putting in place the changes necessary to put things right. These aim to give local people, our partners and the Government growing confidence in the political leadership of the council and its ability to take full responsibility for its own improvement. In turn, this should enable Government to return executive powers to local democratic control, which is at the heart of the Commissioners' mission in Rotherham. The Secretary of State directions and appointment of Commissioners run for four years up to March 2019, but it is envisaged that the return of powers can and should begin on a phased basis prior to that.

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2.1.5 The first step in the recovery journey that the council put in place was a dedicated Children's Services Improvement Board and improvement Action Plan, being led by Commissioner Malcolm Newsam, to restore good children's social care services and effectively tackle CSE.

2.1.6 Following the appointment of the Commissioners, Managing Director Commissioner Stella Manzie also established the corporate 'Fresh Start' Improvement Plan, to put in place the arrangements required across the entire organisation to enable it to flourish and improve. Section 4 of this Plan provides more detail in respect of both of these Improvement Plans, but in essence the purpose of the first phase of the "Fresh Start" plan is to put in place the basic building blocks of a successful, fully functioning unitary authority in time for the Council's first round of whole-council elections in May 2016, which will elect a new political administration for a period of four years, in line with the Government's decision for Rotherham to move to this new democratic model.

2.1.7 This Plan reflects the fact that being a modern, efficient council must be a core priority, as is reflected in its new vision. The key actions and indicators listed within this document encompass some of the main areas of focus where we expect the second phase of the Fresh Start improvement plan, from May 2016, to address in terms of working to embed a culture of improvement and citizen focused services.

2.1.8 This Corporate Plan seeks to embed a culture of continuous improvement into the on-going planning and performance processes of the council and provide a clear sense of what it wants to achieve for Rotherham. Its success in achieving this can then be judged by local people, the partners we are working with and central government. The priorities it sets out will help guide resource allocation within the council, and provide the basis for performance management within the council whereby we challenge what we are doing to achieve the best results and learn how to do things better.

2.1.9 An effective corporate planning process, linking a council's vision and priorities through to the strategies, resources (people, systems and finance) and services to deliver these - and the performance management processes to ensure that its objectives are achieved - is one of the features of an effective local authority. This plan shows how Rotherham will establish this.

### **2.2 Context**

2.2.1 Rotherham Council needs to improve rapidly and deliver its vision for the Borough within the wider national policy context. This context includes:

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- Continuing financial austerity across much of the public sector, including local government, at the same time as increasing demographic pressures in adult and children's social care
- Councils taking more responsibility to raise their own revenue, e.g. through the localisation of business rates
- Promoting economic growth
- Devolution and the 'Northern Powerhouse'
- More effective integration of health and social care, to help address the resource pressures on the NHS and adult social care arising from the ageing population
- Encouraging more house building, along with providing more affordable homes and the extension of the 'right to buy' with implications for council's housing stock.

2.2.2 This policy context provides both challenges and opportunities for Rotherham. National budget reductions and increasing demand for services mean that the Council has already reduced budgets to deliver a financial challenge of £117million since 2011/12. Rotherham faces some real challenges in managing the necessary budget savings over the next three years 2016-2019 totalling £41.083m (£19.648m 2016/17, £12.246m 2017/18 and £9.189m 2018/19), alongside the need to invest in children's social services, modernise adult social care, and other elements of the council's improvement programme. Adopting a more strategic approach to the council's budget, which we are doing, will help with this. The Government has announced its longer term intention to allow councils to retain local business rates as part of a new financial settlement. While some redistribution mechanism is anticipated for areas with higher needs and below average wealth, this will place a further premium on encouraging local economic growth in ensuring the financial security of the council, in addition to the benefits of increased opportunities and prosperity for local people. It needs to ensure that its people have the skills and infrastructure to contribute to this. The Medium Term Financial Strategy sets out the Council's challenges and financial approach for the next 3 years and this will be updated early in 2016 when the Council's Local Government Finance Settlement is announced.

2.2.3 The devolution agenda provides some real opportunities for Rotherham. The council, along with other authorities across the Sheffield City Region, have taken the lead in this, signing in principle only the second of the new devolution deals with the HM Treasury in October 2015. The deal will see central government powers and funding devolved to the Combined Authority, to accelerate the delivery of its strategic economic plan to strengthen its position as a world-class centre of advanced manufacturing and engineering. It is

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important that Rotherham continues to be active and respected across the city region and in the economic partnerships which underpin this. It will also want to retain influence in the Mayoral governance model, proposed for the City Region from 2017 onwards.

2.2.4 Along with the growth agenda, effective partnership working will also be crucial to work across the health and social care agenda. One of the early achievements of the Fresh Start Plan has been to recast partnership working arrangements across Rotherham, including the Rotherham Strategic Partnership; the Health & Wellbeing Partnership, the Safer Rotherham Partnership and the Business Growth Partnership. The delivery of the Council's corporate plan and associated improvement plans will underpin the confidence needed to continue to lead and influence partnerships locally and across the region.

2.2.5 The Council acknowledges the need for extensive cultural change across the organisation and has already engaged in that process.

### **2.3 Key demographic and socio-economic details**

2.3.1 **Area and Population** - Rotherham Metropolitan Borough covers 110 square miles, of which 72% is Green Belt. Rotherham's resident population is estimated to be 260,100 (2014 Mid-year estimate, Office for National Statistics) including 56,400 children and young people aged 0–17 (21.7%), 139,600 adults aged 18–59 (53.7%) and 64,100 adults aged 60+ (24.6%). The population of Rotherham is projected to increase by 2.5% between 2014 and 2021 but the number aged 85+ is projected to increase by 25% over the same period.

2.3.2 There is an increasing demand for health and social care services due to the aging population, with the oldest groups increasing the most. There are more people with conditions associated with old age such as dementia, sensory and mobility impairments and falls, and more people living alone. A third of adult social care service users are aged over 85, an age group projected to increase by 47% over the next 10 years

2.3.3 **Ethnicity** - Rotherham had 236,438 (91.9%) White British and 20,842 (8.1%) Black and Minority Ethnic (BME) residents in the 2011 Census. Rotherham's BME proportion is less than half the national average but more than doubled between 2001 and 2011. The largest of over 75 BME groups is Pakistani & Kashmiri who numbered 7,912 in 2011 or 3.1% of the population. There were 3,418 other White residents in Rotherham in 2011, mainly Slovak, Czech and Romanian Roma.

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**2.3.4 Deprivation** - Rotherham is ranked 52nd most deprived district in England according to the Index of Multiple Deprivation 2015, within the 16% most deprived. 20% of people live in the top 10% deprived areas in England and over 3,000 people are living in the top 1% deprived. Key challenges for Rotherham are people out of work, low levels of qualification, ill health and disability. Deprivation has increased most in those areas already most deprived. Poverty affects 24% of children, exceeding 50% in some areas.

**2.3.5 Health Inequalities** – The health of people in Rotherham is generally poorer than the English average which is influenced by people's lifestyles and a number of other wider factors such as deprivation and industrial legacy.

**2.3.6 Life expectancy** for males in Rotherham is 78.1 years and 81.4 years for females. These are over a year below the national average but the gap for men in the most deprived areas compared with the least deprived is 10 years. Other health concerns in Rotherham are smoking, obesity, low physical activity and cancer mortality. Rotherham also has high rates of disability with 7.6% of the population claiming Disability Living Allowance compared with 4.8% nationally. Rates of disability are well above the English average for all ages.

**2.3.7 Rotherham's breastfeeding rate** is amongst the lowest in the region – contributing to higher childhood obesity and paediatric hospital admissions. Smoking in pregnancy is much higher than the national average, contributing to poor maternal and child health.

**2.3.8 Crime** - Recorded crime in Rotherham fell by 16.5% between 2009 and 2014 with reductions in criminal damage and violent crime. However rising burglary, shoplifting and vehicle crime caused a more recent increase in recorded crime. Anti-social behaviour incidents have fallen by 36% between 2009 and 2014.

**2.3.9 Employment** – There are 112,000 Rotherham residents in work including 68% of the working age population. 12.4% of working age people are claiming out-of-work benefits, well above the national rate of 9.1%. Long-term sickness has remained static and the number claiming benefits as carers has increased. Rotherham's unemployment rate fell from 11.3% in 2011/12 to 8.5% in 2014/15 but remains above the national average. There were 102,000 jobs based in Rotherham in 2013 but 14,000 jobs have been lost since 2007, although the number is now rising slowly. 38% of resident workers travel outside the borough for work – 20% to Sheffield. 5.6% of 16-18 year olds in Rotherham are not in employment, education or training, compared to 4.8% nationally.



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**2.3.10 Education and Skills** - Educational attainment in Rotherham at a secondary level has improved greatly over recent years. The percentage of pupils in good or outstanding secondary schools in Rotherham is 90% which is the highest in South Yorkshire and ranked second in Yorkshire and Humber. Rotherham is a net-importer of school children from its neighbouring council areas across the four key stages, with up to 2,000 children from outside the borough in any given academic year being on roll in Rotherham Schools and Academies. A further positive trend is the percentage of students gaining 5 or more GCSEs at A\*-C including English and Maths which has increased from 37.5% in 2006 to 57.3% in 2014, above the national average. However, there is much more room for improvement at primary level and participation in further and higher education continues to remain below the national average. Adult qualification levels are also low relative to other areas (one in ten of the working age population have no qualifications; and only 23% are qualified to degree level, below the 36% national average).

**2.4 Major legislative and national policy changes**

- **Housing and Planning Bill 2015 - 2016** – the bill sets out how the government's manifesto commitments on housing will be delivered, relating to affordable home ownership, housing management in both the social and private rented sectors, planning and measures relating to the right to buy and sale of high value council homes.
- **Cities and Local Government Devolution Bill** – this will provide for the devolution of powers to cities with elected regional mayors, continuing the government's commitment to building a 'Northern Powerhouse'.
- **Children and Families Act 2014** – The act introduced greater protection to vulnerable children, better support for children and separating parents, a comprehensive new system to help children and young people with special educational needs and help for parents to balance work and family life. Further children and families related legislation to be taken forward in the current parliament includes the Childcare Bill and Education and Adoption Bill.
- **Care Act 2014** - The Care Act was introduced to make care and support more consistent across the country. The act introduced a number of changes regarding how care and support is provided and put gave Councils more responsibilities and duties. 'Care and support' is the term used to describe the help some adults need to be able live with an illness or disability. It can include help

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with things like washing, dressing, eating, getting out and about and keeping in touch with family and friends. Additional changes to the way people pay for care and support will be introduced in 2016.

- **Better Care Fund** – Introduced to create a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services for the benefit of the people, communities and health and care systems.
- **Welfare Reform Act 2012** – the aim of the act is said to be to create the right incentives to get more people into work and to simplify the benefit system through a new combined “universal credit”. Welfare reforms will continue via the Full Employment and Welfare Benefits Bill, which includes a working age benefits freeze, a reduced benefit cap and a new youth allowance for 18-21 year olds with stronger work related requirements.
- **Welfare Reform and Work Bill 2014** – which includes provisions to lower the benefits cap, restrict tax credits, reduce social rents by 1% per year for four years from 2016/17, and a four year benefits freeze.
- **Crime and Policing Act 2014** – introduced new powers to tackle anti-social behaviour. The reform of policing is set to continue via the Policing and Criminal Justice Bill.

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### Section 3 - Vision and priorities

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

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

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

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

***To this end we set out four priorities:***

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

3.3 Underpinning those four priorities to support better outcomes and an enhanced quality of life for Rotherham people is a further priority to make sure the Council is an organisation capable of delivering this vision, namely:

- 5 Running a modern, efficient Council**

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### Section 4 - How the vision and priorities will be delivered

4.1 To deliver its vision for Rotherham, the Council must make real strides in becoming a modern and efficient council. It is already making significant progress in doing so. We have already referred to the two improvement plans which the Council has been working to in 2015/16:

- ***A Fresh Start*** – the Council’s corporate organisation-wide improvement plan which is putting in place the essential elements of an effective, modern and efficient council. This is putting in place the framework to foster and sustain:
  - Inspirational political and managerial leadership
  - Robust governance, decision making and performance management
  - A culture of excellence and outstanding implementation
  - Strong, high impact partnerships
- ***The Children’s Improvement Plan*** – Delivering the actions in this improvement plan will be critical to ensuring that every child has the best start in life and that we are achieving the better outcomes and service performance as measured by the key indicators contained in this Corporate Plan.

4.2 Commissioners, members and officers are working with central Government to demonstrate and articulate the progress the Council is making in implementing these plans and the difference this is making. This will give the Government the confidence to return to Rotherham full responsibility for its own decision making and improvement. Some of the key elements the Council needs to have in place to give that confidence and deliver this Corporate Plan are:

- A credible medium term financial strategy (MTFS) to meet the challenges ahead and ensure that resources are allocated in accordance with the Council’s priorities – this is one of the key strategies underpinning this plan and an outline MTFS is being published alongside it
- An effective performance management framework (PMF) to help officers deliver this Plan and enable members to hold officers to account for service performance more generally
- Effective political governance to provide leadership, accountability and constructive scrutiny

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- A workforce that is supported and has access to the necessary skills development.

4.3 Section 5 of this document highlights some of the key wider supporting strategies and plans that will contribute to the delivery of these key, corporate priorities. Section 6 sets out more detail of how the different services across the Council will contribute to the delivery of the vision and priorities, the specific actions they will be taking, and the key indicators – or in some cases milestones - we shall use to measure progress in realising the Council's ambitions. In developing, delivering and monitoring these indicators the Council will need to be constantly mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet our targets, and that targets remain realistic. In this sense the Corporate Plan will be maintained under constant review, with more formal annual re-appraisals anticipated.

4.4 This Corporate Plan – Section 9 - also explains how the Council will take forward some of the key actions which will contribute towards Rotherham's new Community Strategy, to be finalised by March 2016 and led by the new Rotherham Together Partnership, as well as other key partnership strategies such as those addressing community safety, health and wellbeing and economic growth.

4.5 The Council is also committed to making Rotherham a **child-centred Borough** and therefore will combine its resources to support every child the best it can, providing them with the best start in life. Actions to deliver a Child-Centred Borough are embedded across this Corporate Plan and should inform everything the Council does. The characteristics of a Child-Centred Borough should include:

- **A focus on the rights and voice of the child**
- **Keeping children safe and healthy**
- **Ensuring children reach their potential**
- **An inclusive borough**
- **Harnessing the resources of communities**
- **A sense of place**

4.6 Indicators in this Plan which will measure our progress in achieving a Child-Centred Borough are clearly identifiable by this icon:



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### **Section 5 – Strategies and plans to support the delivery of the vision and priorities**

5.1 The Council will now have a Performance Management Framework which will over time encompass the elements below, together with the local service plans and individual performance plans within directorates:

#### **Core strategies and plans**

- RMBC Corporate Plan
- Medium Term Financial Strategy
- Local Plan Core Strategy and Local Plan sites and policies document
- Rotherham Health and Wellbeing Strategy
- Rotherham Growth Plan
- Safer Rotherham Strategy

#### **Strategies and plans which support governance**

- RMBC Risk Management Strategy
- Corporate Workforce Strategy
- Digital Council Strategy – ICT
- Anti-Fraud and Corruption Strategy
- Procurement Strategy
- Commissioning Strategy
- Local Code of Corporate Governance
- Corporate Communications Strategy

5.2 Some of these plans have already been completed. Others are being produced. There are a number of strategies and plans which require adoption or approval by the full Council. These are outlined within the Rotherham Borough Council's Constitution and currently include:

- Adult Learning Plan
- Children and Young People's Plan
- Corporate Plan
- Crime and Disorder Reduction Strategy
- Development Plan documents and the plans and alterations which together comprise the Development Plan
- Licensing Authority Policy Statement

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- Local Transport Plan
- Medium Term Financial Strategy
- Plan or strategy for the control of the Council's borrowing, investments or capital expenditure or for determining the Council's minimum revenue provision
- Sustainable Community Strategy
- Youth Justice Plan

**5.3 Rotherham Community Strategy** – As already noted (paragraph 4.4 and see also Section 9) the Rotherham Together Partnership is currently developing a new Rotherham Community Strategy, with the intention of completing it by March 2016. The Council provides secretariat support to the Partnership as well as playing a key leadership role along with other partners. Sometimes there will be overlaps between the Partnership Community Strategy and the Council's Corporate Plan, with objectives in one contributing to the other. The inter-relationships will develop over time.

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## Section 6 - Our priorities – How we will deliver them and measure progress

This section sets out the specific actions, indicators and milestones against which the council will assess its performance in delivering the vision for the council, set out in Section 3, grouped according to its five headline Priorities. Delivery of these measures set out in the tables below will be supported through the council's wider strategies and planning documents, some which are summarised at Section 5; and the key below explains the meaning of a number of acronyms or abbreviations used.

### Key:

**TBC** To be confirmed, where the detailed indicator, baseline position or lead responsibility will be defined in due course, and where we expect to draw upon best practice or standardised measures elsewhere in local government

**(New)** Indicates where a new indicator may need to be developed, tailored to the local context

**(high)** Indicates a measure where a high score/number/percentage is the desirable target

**(low)** Indicates a measure where a low score/number/percentage is the desirable target

## PRIORITY 1 – EVERY CHILD MAKING THE BEST START IN LIFE

To make a reality of this key ambition, we need to successfully implement our Children's Services Improvement Plan and to ensure that Rotherham becomes a child-centred Borough in everything we do, which means other services must work in partnership and alongside Children & Young People's services. To give every child that best start in life – and in turn give them more chance to contribute fully as an adult member of society, we will:



Corporate objective (Short outcomes statement):		Ensure that there is a focus on the rights of the child				
Lead accountability:		Lead Cabinet Member for Children and Young People's Services Strategic Director of Children and Young People's Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
1.1	Combined, corporate focus on being a <b>Child-Centred Borough</b>	Development of key milestones towards achieving a child-	TBC	TBC	TBC	This is a key focus of the Council's improvement agendas and further work will take place on appropriate indicators



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		centred borough (by June 2016)				
1.2	Ensure <b>children and young people's voices</b> are routinely heard and involved in decision making	Number & % of Looked After Children involved in the Children in Care council (High)	TBC	TBC	TBC	Directly links to the Ofsted recommendations and improvement plan
1.3		(NEW) Number of Youth Cabinet decisions fed into council policy-making (High)	TBC	TBC	TBC	Further work needed to agree how data can be collected

Corporate objective (Short outcomes statement):		Protect children, young people, families from all forms of abuse, violence and neglect				
Lead accountability:		Lead Cabinet Member for Children and Young People's Services Strategic Director of Children and Young People's Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
1.4	<b>Early Help</b> service to identify and support families at the right time to help prevent social service involvement	Reduction in Children in Need rate (per 10K population) (Low)	TBC	TBC	TBC	Identifying children and families who are in times of difficulty before their needs escalate improves outcomes for the child and family quicker and reduces the need for more costly social care intervention. Having in place a good local Early Help offer should reduce the lower level children in need work. Indicator relates DfE definition, allowing for benchmarking.
1.5		Early Help service milestone to be included	TBC	TBC	TBC	
1.6	Ensure that all <b>Child Protection</b> work is managed robustly and that appropriate	% of people who receive a timely response to a children social care	TBC	TBC	TBC	

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	decisions and actions are agreed with partner agencies	concern (High)				
1.7		% children who had a social care concern raised within 12 months of the last concern ending (Low)	TBC	TBC		
1.8		Children who are subject to repeat child protection plans (Low)	TBC	TBC		
1.9		Average caseload for children's social workers (Low)	TBC	TBC		
1.10	Increase placement choice of home and family setting for <b>Children in Care</b> within the borough	Increase the number of foster carers in Rotherham (high)	TBC	TBC		In general, outcomes for Children in Care are shown to be better when children are placed in a family setting and nearer to home.  However there are times that children must be placed outside the local area as it is in their best interests and can better meet their needs.
1.11		% of children in care living in children's homes (Low)	TBC	TBC		
1.12		% of Children in Care living over 20 miles from original home (Low)	TBC	TBC		
1.13	Identify and protect children	Number of children and	TBC	TBC		There is still no national dataset for CSE.

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	and young people who are at risk of <b>Child Sexual Exploitation</b> and ensure support for those who are already victims or survivors	young people subject to children social care concern related to CSE (Low)				Therefore these are representative Key Performance Indicators have been taken from the Rotherham CSE scorecard.
1.14		Response rate for post CSE support (High)	TBC	TBC		
1.15		Missing Children a) Number of Children and young people who are missing b) Number of "repeat2 missing children (More than once) (Low)	TBC	TBC		

Corporate objective (Short outcomes statement):		Ensure that Children and Young people are supported to reach their potential				
Lead accountability:		Lead Cabinet member for Children and Young People's Services Strategic Director of Children and Young People's Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
1.16	Increase the take-up of free <b>Early Childcare</b> for disadvantaged families	% of entitled 2 year olds accessing childcare  (High)	TBC	TBC	TBC	Evidence suggests that children from less advantaged backgrounds often start school 19 months behind their peers, but also reveals that good quality childcare can reduce this gap and have a significant benefit in terms of a child's development.

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1.17	We will challenge all schools, academies and education settings who are not providing at least a 'good' <b>level of education</b> to our children.	Absence rates in: a) primary age b) secondary age  (Low)	TBC	TBC	TBC	Quality of education is vital if children are to reach their potential. This measure uses Ofsted inspection grading to determine the proportion of children
1.18		% Key Stage 2 pupils who achieved the national standard (or higher) in reading, writing and mathematics combined (end of Primary school achievement (High)	TBC	TBC	TBC	KS2 is final year of primary education. The old measures have been abolished nationally. The wording of the new measure is complicated and needs to be simplified and agreed with the service
1.19		Key Stage 4 Progress 8 Measure (Educational progress between end of Primary to the end of Secondary school)	TBC	TBC	TBC	GCSE examination measure. The old 5* A-C measures have been abolished nationally. The wording of the new measure is complicated and needs to be simplified and agreed with the service
1.20		Achievement Gap for Looked After Children at end of Key Stage 4 (e.g. 3-year average) (Low)	TBC	TBC	TBC	We need to ensure that our most vulnerable children are not left behind. This will evaluate their achievement against those who are not in care.  Low figures per year mean that a three year average may be more meaningful – for development
1.21		Young people achieving a Level 3 qualification by age 19	TBC	TBC	TBC	Level 3 equates to two A Levels and is the standard measure at age 19.

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		(High)				
1.22	Reduce the number of children and young people <b><i>persistently absent</i></b> from school.	Reduce the persistent absence rate in a) primary schools b) secondary schools  (Low)	TBC	TBC	TBC	Good attendance in school leads to good achievement. Very poor attendance can be one of the early warning signs that there may be issues at home. This measure is one of the success criteria in the national Troubled Families programme. Note: the National threshold for persistent absence is increasing. A child or young person must attend at least 90% of all sessions.
1.22	Enable hard to reach young people to achieve their full potential through <b>education employment or training</b>	% of young people aged 16-18 who are Not in Education, Employment or Training (NEET) (Low)	TBC	TBC	TBC	Ensuring young people have a good start to adult life and their careers. National measure. The Care Leavers measure ensures that our most vulnerable young people are not left behind at these are the highest risk of being Not in Education Employment or Training (NEET).
1.23		% of young people who have been in care and are in Education, Employment or Training (Low)	TBC	TBC	TBC	

Corporate objective (Short outcomes statement):		Help to enable children to live healthier lives				
Lead accountability:		Lead Cabinet member for Public Health Director for Public Health				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
1.24	Re-commission and deliver services for the 0-19 year olds to support children and	Smoking status at time of delivery (Low)	19.9% (2013/14)	Local target: Reduce to 18.40%	TBC	Public Health Outcomes Framework indicator National indicator with benchmarking data.

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	families to achieve and maintain healthier lifestyles Support the implementation of the Health and Wellbeing Strategy			(National target 11%)		Smoking in pregnancy has well known detrimental effects for the growth and development of the baby and health of the mother. Continue to commission specialist stop smoking in pregnancy service. Implement smoke-free legislation. Annual data available
1.25		Reduced year-on-year levels of childhood obesity for:  a) Reception year (aged 4/5) b) Year 6 children (aged 10/11)  i.e. as part of implementing the new national Obesity Strategy from 2016  (Low)	a) Reception year obesity prevalence 10.0% b) Year 6 obesity prevalence 21.4%	TBC	TBC	Public Health Outcomes Framework indicator. Weight is known to be directly linked to health and wellbeing in all ages. This is a well-established national indicator with benchmarking data. The National Child Measurement Programme weighs and measures children in reception and year 6 on an annual basis. Cohort level data fluctuates annually therefore unable to establish a reliable future target. Awaiting national Childhood Obesity Strategy to clarify and identify national targets. Y6 included because excess weight a problem compared to Region and England. Annual data available
1.26		% of children being totally or partially breastfed at 6-8 weeks (prevalence)  (High)	TBC	Local target: 2015/16 target is 33.5% 2016/17 target tba	TBC	Public Health Outcomes Framework indicator Breastfeeding is linked to positive early learning and development goals. National indicator with benchmarking data. Annual data available
1.27		Chlamydia detection rate (15-24 year olds) - CTAD (Persons)  [i.e. as part of the Implementation of the Sexual Health Strategy]	TBC	National indicator: work towards a detection rate of at least 2,300 per 100,000	TBC	Public Health Outcomes Framework National indicator with benchmarking data. Chlamydia is the most commonly diagnosed sexually transmitted infection. It causes avoidable sexual and reproductive ill-health. PH commission sexual health services

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				of the eligible population (15-24 year old)		(Contract monitoring) Annual data available
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### PRIORITY 2 – EVERY ADULT SECURE, RESPONSIBLE AND EMPOWERED

We want to help all adults to enjoy good health and to live independently for as long as possible and to support people in making choices about how best to do this. The council has a particular responsibility for those that are vulnerable or otherwise look to wider society for support. Adult social care and public health services have an important role to play here, along with key partners in health and elsewhere. But other services will have a role to play too. To ensure every adult is secure, responsible and empowered we will:

Corporate objective (Short outcomes statement):		Ensure individuals (and communities) will be supported to be safe, independent and resilient within a personalised model of care which meet the requirements of the Care Act				
Lead accountability:		Lead Cabinet member for Adult Social Care Services Strategic Director of Adult Social Care Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
2.1	Development of a new <b>Adult Safeguarding Strategy</b> to prevent neglect and abuse and provide support to victims	(NEW) No. of Safeguarding investigations (Section 42 enquiries) completed	TBC	TBC	TBC	
2.2		(NEW Adult Social Care Outcomes Framework – not currently in place)  Proportion of completed safeguarding enquiries where people report that they feel safe	TBC	First year of collection	TBC	National indicator – collected annually via survey
2.3	Increase numbers of residents with <b>direct payments</b>	Proportion of Adults receiving long term community support who receive services via self-directed support  (High)	TBC	TBC	TBC	



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2.4	Modernise <b>Enablement Services</b>	The proportion of people (65+) still at home 91 days after discharge into rehabilitation.  (High)	TBC	TBC	TBC	National/political Benchmarking available

<b>Corporate objective (Short outcomes statement):</b>		<b>Shape the care offer, market and infrastructure to support modern Adult Social Care Services</b>				
<b>Lead accountability:</b>		Lead Cabinet member for Adult Social Care Services Strategic Director of Adult Social Care Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
2.5	(NEW) Development of <b>Adult Care Market Statements</b> within overall Commissioning Strategy	a) Permanent admissions to residential care for adults and older people b) Reduce levels of residential placements	TBC	TBC	TBC	
2.6		(NEW) Indicator of diverse, user-led services	TBC	TBC	TBC	Precise measure will require development – aims to demonstrate more choice, variety and community based provision
2.7	Support the proposals for additional <b>extra care housing</b> (with Housing Services)	(NEW) Establish new Extra Care Housing Developments	TBC	TBC	TBC	
2.8	Expand <b>Shared Lives</b> Adult Fostering Services	(NEW) Increase number of Shared Lives carers	TBC	TBC	TBC	

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2.9		Adults with learning disabilities on long term service in settled accommodation	TBC	TBC	TBC	National Benchmarking available
2.10	Enabling <b>transition from day care</b> to integrated community activity	Proportion of people prevented from requiring long term support following re-ablement (promoting independence)	TBC	TBC	TBC	National Benchmarking available

Corporate objective (Short outcomes statement):		Strengthen partnerships to support individual and community independence, choice and control				
Lead accountability:		Lead Cabinet member for Adult Social Care Services Strategic Director of Adult Social Care Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
2.11	Improved support to <b>hospital leavers</b>	Permanent admissions of older people (aged 65+) to residential/nursing care (Low)	TBC	TBC	TBC	National indicator Benchmarking available
2.12	Improved <b>health and social care system</b> coordinating hospital discharges	Average delayed transfers of care from hospital attributable to adult social care or both health and adult social care per 100,000 popln. (Low)	TBC	TBC	TBC	National indicator Benchmarking available
2.13		The proportion of people (65+) still at home 91 days after discharge into rehabilitation. (High)	TBC	TBC	TBC	National indicator Benchmarking available
2.14	Facilitate integration of elderly and vulnerable	The proportion of people who use Adult Social		TBC	TBC	National indicator collected via user/carer's survey

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	people with support need into <b>community life</b>	Care services and think that they have a good quality of life a) Individuals b) Carers (High)				Benchmarking available
2.15		Proportion of people who use Adult Social Care services who have control over their daily life	76.8%	TBC	TBC	National indicator collected via user survey Benchmarking available
2.16		Accessing community assets: a) Proportion of Adults receiving long term community support who receive services via self-directed support b) (NEW) Number of elderly and vulnerable service users using community assets (Clubs, support groups, facilities)	TBC	TBC	TBC	More work is needed on the development of indicators to measure these elements.

<b>Corporate objective (Short outcomes statement):</b>		<b>Help to enable adults to live healthier and more prosperous lives</b>				
<b>Lead accountability:</b>		Lead Cabinet member for Public Health Director for Public Health				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
2.17	Support individuals and communities in need of <b>welfare support</b>	(New) Measure to be developed to provide indication of use of	TBC	TBC	TBC	See also employment rate measure in Priority 4 below (4.23), as a key indicator of this theme, given benefits of positive

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		welfare support services – e.g. numbers accessing Local Welfare Provision				employment
2.18	Implement <b>Health and Wellbeing Strategy</b> measures including: a) Re-commissioning of the substance misuse service b) Delivery of the suicide prevention plan	Excess weight in adults (aged 16+)  (Low)	TBC	TBC	TBC	Public Health Outcome Framework indicator.  National indicator with benchmarking data. Based on self-reported survey data, with no trend data available therefore unable to set future targets. NB only been measured nationally for one period (2012- 14).  Excess weight is a major determinant in avoidable ill-health and premature death.  Updated Annual data available from November 2015
2.19		% of physically active and inactive adults - active adults (aged 16+)	TBC	No national target but local aim to increase physical activity for people with long term conditions.	TBC	Public Health Outcome Framework indicator.  National indicator with benchmarking data. Based on survey data. Increased physical activity reduces risk of cardiovascular disease, diabetes, obesity, breast/colon cancer, osteoporosis and improves mental health.  Annual data available
2.20		Smoking prevalence (18+)	TBC	Reduction of 1 percentage point each year	TBC	Public Health Outcomes Framework indicator.

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				from baseline position		National indicator with benchmarking data. Based on survey data. Smoking is a major risk factor for many diseases, such as lung cancer, coronary heart disease. Routine and manual smoking included as links better to health inequalities.  Annual data available
2.21		Successful completion of drug treatment - opiate users a) (aged 18-75) b) (aged 18-75)  (High)	TBC	No national target.  Local ambition to be within LA Comparators Top Quartile	TBC	Public Health Outcomes Framework indicator.  National indicator with benchmarking data. Individuals achieving this outcome demonstrate a significant improvement in health and well-being.  PH commissioned services (monitor contracts)  Annual data available
2.22		Suicide rate (all ages) (Persons)  (Low)	TBC	No national target but national recommendation to have a local action plan	TBC	Public Health Outcomes Framework indicator.  National indicator with benchmarking data. Suicide is a significant cause of death in young adults, and is seen as an indicator of underlying rates of mental ill-health.  Annual data available.

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### PRIORITY 3 – A STRONG COMMUNITY IN A CLEAN, SAFE ENVIRONMENT

Rotherham is our home, we want it to be a place where people can come together and contribute as one community, where we value decency and dignity and enjoy a clean and safe environment which gives everyone a high quality of life. This is a wide ranging priority area to which many services will contribute directly, while others provide indirect support. To support a strong community in a clean and safe environment, we will:

Corporate objective (Short outcomes statement):		Ensure our streets, public realm and green spaces are clean and well maintained				
Lead accountability:		Cabinet Member Environment and Development Services Strategic Director Environment and Development Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
3.1	Develop the <b>Love My Streets</b> initiative to increase the level of participation by community groups and residents	No of agreed Love My Streets projects	TBC	10	TBC	Building community capacity and resilience to support the Councils statutory duty as a principal litter authority to maintain a clean environment
3.2	Finalise and deliver service improvement plan for <b>refuse collection</b> to reduce the number of missed bins, and improve the quality of service	Number of missed bins per 100,000 collections (Low)	TBC	Winter – 60 Summer - 90	TBC	Previously a corporate
3.3		% of household waste sent for reuse (recycling and composting) (High)	TBC	45%	TBC	Former National Indicator
3.4	Implement <b>new deployment arrangements</b> for Street Services to increase flexibility in the use of resources	Levels of Street Cleanliness not more than 5% of sites are considered to be below standard (Grade A or B in CoP)	TBC	<5%	TBC	Previously a corporate indicator  Links in to the Code of Practice on Litter and Refuse.  Needs further discussion about

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						methodology.
3.5		% sites failing to meet acceptable standards of grass-cutting	TBC	Less than 10%	TBC	Previously a corporate indicator Standards of grass-cutting are a high priority and source of complaints if not to the level expected by residents. Further work to be done on indicators.
3.6		% reported fly tipping removed within 2 working days following notification	TBC	90%	TBC	Fly-tipping is a good indicator of local environmental quality and, if not removed promptly, can lead to further incidents
3.7	Implementation of <b>Highways Asset Management Plan</b> to stabilise/improve condition of roads and footways	Rotherham's roads will achieve national average condition	TBC	National average 14/15	TBC	Scanner survey National Previously a corporate indicator  Benchmark data available
3.8		The percentage of footways in need of repair (CVI)	TBC	34%	TBC	Previously a national indicator, now measured locally.  Benchmark data available
3.9		Milestone to be developed	TBC	TBC	TBC	
3.10	<b>Expanded trade waste service</b> to increase revenue and opportunity for recycling	Milestone to be developed	TBC	TBC	TBC	
3.11	Work to ensure high levels of satisfaction with "Streetpride" environmental services	Numbers of Streetpride-related complaints (low)	TBC	TBC	TBC	To be developed
3.12	Ensure housing estates for which the council is responsible meet our <b>estate standards for cleanliness and safety</b>	(New) Number/% of housing estates meeting the council's estates design standard	TBC	TBC	TBC	Measure to be developed

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<b>Corporate objective (Short outcomes statement):</b>		<b>Enable people to live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector</b>				
<b>Lead accountability:</b>		Cabinet Member Environment and Development Services Strategic Director Environment and Development Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
3.13	Enabling people to access the homes the need through overall <b>housing growth</b> – work towards delivery of 900 homes per annum,	Number of new homes completed overall	TBC	5% increase on 2015/6 levels	TBC	Rationale for inclusion: Requirement set out in 2014 Strategic Housing Market Assessment, working towards 900 homes per annum  Assessment: Council tax records
3.14		Number of new homes created in Rotherham town centre	TBC	TBC		
3.15	<b>Social housing:</b> Build new social housing and improve existing stock by maintaining existing homes to a decent standard; and by making best use of all stock (e.g. minimising levels of empty homes)	Number of new social rented homes built overall	TBC	TBC	TBC	Rationale for inclusion: Part of Housing Strategy and to meet requirements set out in Strategic Housing Market Assessment. Year 2 target reduced due to reduced HRA capital resources and reduced grant availability for housing associations to build social rented homes (in favour of low cost home ownership)  Assessment: Monitored by Affordable Housing Officer
3.16		Percentage of stock that is non-decent	TBC	0.5%	TBC	Rationale for inclusion: Statutory indicators and benchmarking information available  Assessment: Collected by Investment and Contracts and Service Development Teams
3.17		Average re-let times from termination to start date	TBC	28 days		
3.18		Percentage of repairs completed Right First	TBC	94%		



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		Time				Average re-let times measure allows assessment of empty homes/voids
3.19		Rent collected as a proportion of rents due/owed on HRA dwellings	TBC	TBC	TBC	To be developed – may be more appropriate for inclusion under priority 5 (financial management)
3.20	<b>Specialist housing</b> – delivery of Older People Housing Delivery Plan	Number of extra care placements (including existing)	TBC	115	TBC	Rationale for inclusion: Key part of our Older People Housing Delivery Plan, developed in partnership between Housing, Adult Services and CCG / NHS  Assessment: Additional placements monitored by Project Manager.
3.21	<b>Affordable home ownership</b>	Number of new low cost home ownership homes delivered	TBC	Not known	TBC	Rationale for inclusion: Increased emphasis on affordable home ownership though national policy and local resident priorities. Targets yet to be established as awaiting further direction following Autumn Statement  Assessment: Monitored by Affordable Housing Officer
3.22	<b>Private rented housing</b> – improving standards	Percentage/numbers of private sector rented properties inspected and meeting required standards	TBC	85%	TBC	Rationale for inclusion: Positive feedback from residents on Selective Licensing and monitoring information available  Assessment: Monthly data monitoring from Civica APP on number of premises with applications submitted.

<b>Corporate objective (Short outcomes statement):</b>		<b>Residents say that Rotherham feels like an inclusive and cohesive borough</b>				
<b>Lead accountability:</b>		Leader Chief Executive				
<b>Ref</b>	<b>How we will deliver</b>	<b>Indicator(s) or</b>	<b>Target where appropriate</b>	<b>Lead officer</b>	<b>Notes (e.g. rationale for inclusion)</b>	



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	(Key actions):	milestone(s) and good performance	Current performance	Target (2016/17)		and means of assessment)
3.23	Developments of a <b>Cohesion Programme</b> to tackle community tensions, promote integration, build trust and reduce isolation.	(NEW) How well people from different backgrounds get on together  (To be developed)	TBC	TBC	TBC	Former Best Value performance indicator.  Place survey – not currently measured – to be reinstated (e.g. via inclusion within 6 monthly LGA opinions survey?)
3.24		% of people satisfied with their local area as a place to live	79% (last LGA survey)	TBC	TBC	Provide a good high level indication of residents' views of Rotherham Metropolitan Borough Council in comparison to those nationally.  6 monthly LGA survey
3.25	Work in partnership to tackle <b>hate crime</b> and support the implementation of the Hate Crime action plan	No of hate crime incidents (Low)  Convictions for hate crime (High)	TBC	TBC	TBC	Additional information required Reporting hate crime also currently an issue
3.26	We will ensure that we actively <b>engage individuals</b> and communities to seek the views of local people	(NEW) Indicator to be developed.	TBC	TBC	TBC	

<b>Corporate objective (Short outcomes statement):</b>		<b>Communities, families and individuals feel safe in Rotherham</b>				
<b>Lead accountability:</b>		Strategic Director Regeneration & Environment Cabinet Member Environment and Development Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		

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3.27	Deliver a new <b>Safer Rotherham Partnership Plan</b> :	Domestic abuse repeat incidents	TBC	TBC	TBC	
3.28	<ul style="list-style-type: none"> <li>Tackle crime</li> <li>Reduce domestic abuse</li> <li>Tackle anti-social behaviour</li> </ul>	Number of reported ASB cases reported to the Council or Police (low)	TBC	TBC	TBC	
3.29		No of hate crime incidents	TBC	TBC	TBC	Additional information required
3.30	Work to prevent “at risk” young people <b>offending</b> 	Young people aged 0 -17 entering criminal justice procedures for the first time (As a rate of population)	TBC	TBC	TBC	Demonstrates effectiveness of preventative work with young people. And success of community safety. National Indicator
3.31		Re-offending rate of young offenders (aged 10-17)	TBC	TBC	TBC	Demonstrates effectiveness of preventative work with young people. And success of community safety. National Indicator
3.32	Ensure all drivers are reviewed to ensure compliance against the new Rotherham <b>Taxi Licensing Policy</b>	NEW licensing indicator to be included	TBC	TBC	TBC	Commissioner identified priority
3.33	Evidence led and targeted approach to instigate <b>road safety</b> measures including education and enforcement 	No of people killed or seriously injured (KSI) in road traffic accidents a) People killed b) Children and young people killed c) Slight injuries	Year on year 4% reduction on previous 5 yr rolling average	TBC	TBC	Previously a corporate indicator

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### PRIORITY 4 – EXTENDING OPPORTUNITY, PROSPERITY AND PLANNING FOR THE FUTURE

We want to build a borough where people can grow, flourish and prosper and where no one is left behind. To do this we need to promote the growth and innovation of the local economy, encourage regeneration, strengthen the skills of the local workforce and support people into jobs. This is a wide ranging priority area to which many services will contribute directly, while others provide indirect support. To support extending opportunity and planning for the future, we will:

Corporate objective (Short outcome statement):		Building on Rotherham's assets and infrastructure to make the whole borough a high quality place to live and work as part of a vibrant Sheffield City Region				
Lead accountability:		Cabinet Member for Housing and the Local Economy Strategic Director, Regeneration and Environment				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
4.1	Expanding the Advanced Manufacturing Park (AMP) as a nationally important centre of excellence, as part of a broader 2,000 acre <b>Advanced Manufacturing Innovation District (AMID)</b>	Master Plan in place to connect the developing AMID proposals to Rotherham Town Centre – Mid 2016	N/A	N/A	TBC	AMID covers the area between the established AMP and Rotherham Town Centre, as well as connecting the AMP to the Sheffield Business Park. It builds on current Enterprise Zone status and establishes an expanded technical cluster, complete with a new mass transit transport network. Benefits to include: <ul style="list-style-type: none"> <li>- Bringing in up to 3,500 new jobs and £170m to the economy</li> <li>- Doubling the size of the current research campus</li> <li>- Establishing a new community, with high quality of life where people can live, work and relax</li> </ul>
4.2	 Establishing the successful <b>development of the Pit House West strategic site for major leisure and/or cultural use</b> , which will serve to further enhance the facilities at nearby Rother	Planning decision by Secretary of State (TBC)  Construction work on site (TBC)  Open from (TBC)	N/A	N/A	TBC	Key economic growth site with particular potential for cultural and leisure use. Following a number of stalled projects, this site provides significant potential benefits on a regional scale, with the right development.

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	Valley Country Park					
4.3	Establishing access via the <b>'Tram-Train'</b> extension to the Sheffield Tram network and further supporting the Rotherham-Sheffield Economic Corridor Growth Zone	Operational from early 2017  Ensure self-sustainable financial model – from 2019	N/A	N/A	TBC	Tram-Train will connect Rotherham and Parkgate to the Sheffield Tram network Potential stop at Templeborough (Magna) also being explored – to connect to wider AMID ambitions and the new HS2 Station Improved connectivity will promote Rotherham as a residential and employment destination
4.4	Regeneration of <b>Forge Island</b>	To be determined	N/A	N/A	TBC	A key strategic development site in the town centre (hence to feature in the Master Plan, see 4.11 below) - but with the potential for wider strategic importance for the wider borough
4.5	Establishing a new <b>Higher Education campus</b> in Rotherham	Construction on site from (TBC)  Open for start of 2017/18 Academic Year	N/A	N/A	TBC	AMID covers area between AMP and Rotherham Town Centre, as well as connecting the AMP to the Sheffield Business Park AMID builds on current Enterprise Zone status and establishes an expanded technical cluster, complete with a new mass transit transport network Benefits to include: <ul style="list-style-type: none"> <li>- Bringing in up to 3,500 new jobs and £170m to the economy</li> <li>- Doubling the size of the current research campus</li> </ul> Establishing a new community, with high quality of life where people can live, work and relax

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4.6	Delivering the road infrastructure improvements at <b>Waverley and Lower Don Valley</b>  <i>[i.e. RMBC's main elements of the Sheffield City Region strategic infrastructure investment programme]</i>	Full Business Case submission: September 2018 – WLR April 2019 - Parkway  Start of Works January 2019 – WLR August 2019 - Parkway	N/A	N/A	TBC	Links to AMID and Rotherham-Sheffield economic corridor ambitions
4.7	Successful development of the wider main “ <b>Growth Zones</b> ” across the borough, for the benefit of local towns and villages in the areas of Dinnington, Dearne Valley and Bassingthorpe Farm.	To be determined	N/A	N/A	TBC	Growth Zones programme features as a key aspect of the 10 year Economic Growth Plan for the Rotherham, to ensure a balanced picture of jobs growth throughout the borough
4.8	Further milestones to be developed associated with the future of the <b>Rotherham Interchange</b> site and potential for enhanced rail connections building on Tram-Train (4.3 above)	To be determined	N/A	N/A	TBC	Major structural maintenance issues exist with the current Rotherham Bus Interchange along with concerns raised in relation to safety, which are influenced by the poor natural surveillance due to the layout of the interchange. A significant review of Rotherham's Rail Connectivity undertaken with SYPTE has indicated that the current rail service provision from Rotherham Rail station is very poor and that options should be explored to improve these connections and service infrastructure.
4.9	Increased focus on <b>culture, sport and tourism</b> , linked to quality of life and economic development	Development of Culture, Sport and Tourism Strategy	N/A	N/A	TBC	To reflect increasing focus of culture, leisure and sport matters through the EDS organisational restructure – precise measure to be confirmed.
4.10	Ensure Rotherham is a key player in achieving ambitions of the whole <b>city region</b>	(NEW) Elected member representation on key boards and specific lead responsibilities	N/A	N/A	TBC	Sheffield City Region is the major recipient from government of economic growth related powers and investment.  It is vital for RMBC to play its part in influencing a good deal for the City Region as a whole, so that Rotherham's businesses and residents can

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						benefit from it.
4.11	Ensuring Rotherham is a beneficiary of the aims and strategic plans of the <b>city region</b>	TBC – milestones and any key indicators of Rotherham's benefits from City Region	N/A	N/A	TBC	Within the City Region devolution and investment packages, it's critical for Rotherham Council to ensure a positive impact on the borough, through ensuring a position of influence in beneficial spending decisions.

Corporate objective (Short outcome statement):		Creating a thriving Rotherham Town Centre				
Lead accountability:		Cabinet Member for Housing and the Local Economy Strategic Director, Regeneration and Environment				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
4.12	Establishing a new <b>Town Centre Masterplan</b> , setting strategy for investment in key central sites such as Forge Island, Waterside	Masterplan agreed as a formal, Statutory Planning Document to shape and inform development - January 2016	TBC	TBC	TBC	Key to creating transformational development opportunities in Rotherham over the next 5-10 years incorporating retail, residential office and leisure. Benefits to include: <ul style="list-style-type: none"> <li>- Around 2000 new homes</li> <li>- Waterside development</li> <li>- Expanded cultural offer and evening economy (e.g. cinema, hotel, restaurants)</li> <li>- Increased visitors, footfall, spending and investment</li> <li>- Revitalised market</li> </ul>
4.13	Marketing and promotion of the opportunities presented in the <b>Town Centre</b> , including through a positive programme of events and partnership working with town centre businesses	Town Centre footfall (High)	TBC	TBC	TBC	Detailed footfall indicator to be developed.
4.14		Number of Town Centre businesses (High)	TBC	TBC	TBC	
4.15	Increasing the mix of town	Number of new residential	Baseline is	TBC	TBC	Annual



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	centre uses in particular to promote greater residential, culture/leisure and office use	units in the town centre (High)	currently 250 new units			Overall target of 2000 (Housing Strategy)
4.16		m2 of office space in the town centre.	TBC	TBC	TBC	
4.17		Number of empty units (low)	TBC	TBC	TBC	


Corporate objective (Short outcome statement):		Creating the right planning and development frameworks to promote economic growth and prosperity across Rotherham				
Lead accountability:		Cabinet Member for Housing and the Local Economy Strategic Director, Regeneration and Environment				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
4.18	Ensure appropriate <b>statutory plans and policies</b> are in place	Adopt the Community Infrastructure Levy by end 2016	TBC	TBC	TBC	
4.19		Adopt the Local Plan Sites and Policies document by early 2017	TBC	TBC	TBC	
4.20	Increasing the speed of determination of <b>planning applications</b>	% of applications completed in required timescales a) Major b) Minor c) Other	TBC	TBC	TBC	National indicator  Quarterly reporting
4.21	Meeting the <b>Local Plan</b> housing requirement	New dwellings per year	TBC	958?	TBC	Fundamental to implementing Local Plan and Growth Plan Quarterly reporting
4.22	Maintain a five year supply of <b>deliverable housing land</b>	Number of dwellings on deliverable sites	TBC	5,748	TBC	Fundamental to implementing Local Plan and Growth Plan

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						Annual
4.23	<b>Deliverable sites</b> to meet the Local Plan target of 235 hectares of employment land (2013 – 2028)	Hectares of employment land?	TBC	TBC	TBC	Fundamental to implementing Local Plan and Growth Plan  Annual

Corporate objective (Short outcome statement):		People with high skill levels, getting high quality jobs and able to fulfil their aspirations				
Lead accountability:		Cabinet Member for Housing and the Local Economy Strategic Director, Regeneration and Environment Strategic Director, Children and Young People's Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Link to strategy or plan	Rationale for inclusion and means of assessment
			Current performance	Target (2016/17)		
4.24	Increasing <b>employment</b> within the borough	Measuring RMBC's employment rate against: a. SCR average b. National average	Baseline for a. is 2.6% (68.1% for Rotherham and 70.7% for SCR)	2.4%	TBC	Links to Growth Plan target of 10,000 new jobs over next 10 years  Quarterly rolling yearly figures from NOMIS Overall employment rates linked closely to national/global economy, so measuring gap will show the added value being achieved at local level
4.25	Ensuring access to opportunities for Rotherham's residents to achieve <b>higher level skills</b>	% of young people post-18 achieving NVQ Level 4 to 6 or equivalent (FE and HE level) qualifications	TBC	TBC	TBC	Nationally recognised standards  Data to be obtained through joint working
		Numbers of students achieving NVQ Level 4 and above or equivalent (HE level) qualifications	TBC	TBC	TBC	
4.26	Promoting <b>learning opportunities</b> outside school	% of population over 19 achieving at least NVQ level 2 (GSCE) qualifications	TBC	TBC	TBC	Local operational indicator.  Annual Population Survey data (NOMIS)
4.27	Actively promoting and	Number of young people	TBC	TBC	TBC	Vital part of engaging young people in their

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	creating (both directly and via council contracts) the opportunities of <b>apprenticeships</b> across the borough	accessing apprenticeships				entry to work rather than academic route Quarterly
4.28		Number of young people accessing RMBC apprenticeships	TBC	TBC	TBC	As a subset of the above - RMBC's direct support to its local young people. Vital part of engaging young people in their entry to work rather than academic route Quarterly
4.29		% take up of Higher level (4, 5 and 6) apprentices	TBC	TBC	TBC	

Corporate objective (Short outcome statement):		Supporting the success of Rotherham's businesses in creating more employment opportunities across the borough				
Lead accountability:		Cabinet Member for Housing and the Local Economy Strategic Director, Regeneration and Environment				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
4.30	Supporting businesses to grow, invest and expand employment opportunities throughout the borough	Overall number of businesses in Rotherham	5,710 baseline for 2014	5,900	TBC	Links to Growth Plan indicator of 750 net new businesses over the next 5 years. Annual Survey
4.31		% of available commercial floor space in the borough which is occupied	TBC	89%	TBC	Previously a corporate indicator Annual
4.32		Number of Business births/start-ups per 10,000 resident population	37.5	40	TBC	Previously a corporate indicator Annual
4.33	Promoting vibrant <b>local town centres</b> across the borough	New businesses created, jobs created in local growth zones: <ul style="list-style-type: none"> <li>Dinnington</li> <li>Dearne Valley</li> <li>Bassingthorpe Farm</li> </ul>	TBC	TBC	TBC	Most appropriate measure of local centre vibrancy to be developed – these are possible options
4.34		Jobs created in local growth zones:	TBC	TBC	TBC	

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		<ul style="list-style-type: none"> <li>• Dinnington</li> <li>• Dearne Valley</li> <li>• Bassingthorpe Farm</li> </ul>				
4.35		Footfall in local town centres: <ul style="list-style-type: none"> <li>• Dinnington</li> <li>• Wath</li> <li>• Swinton</li> <li>• Maltby</li> </ul>	TBC	TBC	TBC	

<b>Corporate objective (Short outcomes statement):</b>		<b>Accessible services reflecting equalities, diversity, human rights and the particular needs of local neighbourhoods to narrow the gap between the most prosperous and most deprived communities</b>				
<b>Lead accountability:</b>		Leader of the Council Chief Executive				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
4.36	Reduce the gap between <b>education attainment</b> in deprived neighbourhoods and the rest of the borough	To be developed	TBC	TBC	TBC	
4.37	Reduce the gap between deprived neighbourhoods and the rest of borough in <b>perceptions of cleanliness</b> standards in their area	To be developed	TBC	TBC	TBC	
4.38	Improve <b>life expectancy</b> in deprived communities in comparison to the rest of the borough	To be developed	TBC	TBC	TBC	
4.39	Increase the use of <b>community facilities</b>	To be developed	TBC	TBC	TBC	

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### **PRIORITY 5 – RUNNING OF A MODERN, EFFICIENT COUNCIL**

This priority underpins the Council's ability to deliver the vision for Rotherham, and to enable 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. All services, members and officers need to think and act as part of a modern, efficient council.

The Managing Director Commissioner, supported by members and senior officers, has put in place the corporate "Fresh Start" Improvement Plan in two phases: an initial "transitional" phase from May 2015 to May 2016; and a second phase from May 2016 onwards (following the all-out local elections) to embed strong leadership and a new culture. Although termed 'transitional', Phase 1 of the Fresh Start plan will have put in place many of the building blocks of an effective council by May 2016. In addition to the council's core financial, risk and performance management strategies, wider strategies and key milestones relevant to this priority include:

- Having a new senior management team in place, with more permanent appointments
- The completion of the elected member-led review of council governance models
- More effective governance and decision making processes in place and full functioning
- Health checks carried out across a number of key service areas, with improvement actions put in place
- New partnership arrangements in place across the Rotherham Partnership, Health & Wellbeing Board, the Safer Rotherham and Growth Partnerships.

The second phase of the Fresh Start Plan, from May 2016, will be reviewed in the light of progress at the end of Phase 1 and is intended to take forward the same themes as the initial phase of the plan, looking to ensure these are embedded within the day-to-day working of the Council. These themes are:

- Inspirational political and managerial leadership
- Robust governance, decision-making and performance management
- A culture of excellence and outstanding implementation

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➤ Strong, high impact partnerships

To measure our success in delivering this priority, we have set targets and monitor progress against the indicators set out in the tables below, including those which will capture the impact of the new ways of working and culture introduced by the Fresh Start Plan. Other indicators, including those under ‘Providing high quality services, responsive to users’ needs’, are intended to measure the on-going improvements to the Council’s customer services. These are not the only indicators that services will monitor, but they represent the key aspects of service improvement and better outcomes to which our overall performance management framework will pay particular attention.

Corporate objective (Short outcome statement):		The Council is effectively governed and performance managed				
Lead accountability:		Leader of the Council Strategic Director for Finance and Customer Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
5.1	Establishing and working to a new <b>Local Code of Corporate Governance</b> , encompassing:	Compliance of the RMBC local code with industry best practice standards set by CIPFA and SOLACE	TBC	TBC	TBC	Annual
5.2	<ul style="list-style-type: none"> <li>Risk management,</li> <li>Information governance</li> <li>Business continuity</li> <li>Internal audit</li> <li>Emergency planning</li> </ul>	An Annual Governance Statement that demonstrates effective compliance with the requirements of the local code	TBC	TBC	TBC	Annual
5.3	Cabinet monitoring and acting upon <b>Corporate Plan</b> objectives	Achievement % of milestones and indicators: a) 6 monthly b) Annually	TBC	TBC	TBC	
5.4	Running a focused <b>Overview and Scrutiny</b> function, which engages and develops the	Completion of scrutiny reviews during the municipal year	TBC	90% acceptance rate of	TBC	The need to strengthen and support the role of scrutiny featured as a key finding of the Corporate Governance Inspection

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	skills of the majority of Elected Members and seeks to improve outcomes for Rotherham residents and communities.	(e.g. each Select Commission to complete 2-3 reviews in accordance with work programme)		recommendations by Cabinet		Annually assessed. Measure to be developed.
5.5		Develop and Implement annual Scrutiny Work Programme Demonstrate improved outcomes for Rotherham, facilitated by the Scrutiny annual work programme	TBC	TBC	TBC	Measure to be developed
5.6	Effectively managing <b>information requests</b>	a. % of FOIs requested published in accordance with statutory timescales (High) b. Numbers of Information Commissioner referrals upheld (Low)	TBC	TBC	TBC	Statutory Guidance  Monthly figures  Detailed measure to be developed.

Corporate objective (Short outcome statement):		Using customer insight, understand our customers better and relate to their needs when they access council services				
Lead accountability:		Assistant Chief Executive Leader of the Council				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
5.7	<b>Customer insight</b> - Assessing overall public opinion on the way the council works and responding to the findings	% of residents satisfied with the way Rotherham Metropolitan Borough Council runs its services  (High)	55% very or fairly satisfied (from last LGA survey)	TBC (very or fairly satisfied)	TBC	To be assessed via 6-month satisfaction survey (Local Government Association)



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		% of residents that have confidence in Rotherham Metropolitan Borough Council  (High)	41% to a great or moderate extent (from last LGA survey)	TBC to a great or moderate extent	TBC	To be assessed via 6-month satisfaction survey (LGA)
5.8	Measuring <b>customer satisfaction</b> with individual council service blocks?	% customer satisfaction for strategic service delivery blocks: a) Children's Services b) Housing and Adult Social Care (% of tenants satisfied) c) Regeneration and Environment	TBC	90% fairly or very satisfied?	TBC	Ensures that overall customer satisfaction remains high across all council services, including those going through change
5.9	Treating <b>customer complaints</b> with respect and dealing with them in an efficient and outcome-focused way	% of complaints dealt with in time (all Stages) (High)	TBC	TBC	TBC	General complaints procedure Customer care standard
5.10		% of complaints escalating to next stage (Low)	TBC	TBC	TBC	General complaints procedure Customer care standard
5.11		Numbers of complaints upheld by the Ombudsman (Low)	TBC	TBC	TBC	General complaints procedure Customer care standard
5.12		Numbers of compliments received	TBC	TBC	TBC	Annually reported, plus a mix of monthly and quarterly monitoring at Directorate level  Note: may be seen as ideally a low figure, but the council can expect increases during times of change/ transition – key measures are therefore to measure escalation of complaints, while ensuring all complaints are acted upon professionally
5.13	Corporate adoption of the	Key stages and milestones	TBC	TBC	TBC	

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	<b>Customer Service Excellence</b> standards across all services	to be included				
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<b>Corporate objective (Short outcome statement):</b>		<b>Modern, timely, high quality systems that allow customers to access services in the most effective and efficient ways</b>				
<b>Lead accountability:</b>		Strategic Director, Finance and Customer Services Leader of the Council				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
5.14	Promote greater <b>choice for customers</b> to interact with council services in an easy and convenient way as possible, including by using technology to change the way we engage and communicate with our customers	Customer take up of the “Your Account” service (number of registrations) (High)	TBC	35,000	TBC	Modernised service delivery, while also increasing efficiencies
5.15		Expand the numbers of services available through the “Your Account” service?	TBC	TBC	TBC	
5.16	Responsive <b>customer services</b>	Face to face customer waiting times - to improve the response times to requests for face to face services	TBC	TBC	TBC	Local operational indicator – Customer Service Centres  Monthly monitoring
5.17		Customer telephone call performance - e.g. a). % of customer telephone calls answered within defined time period b). telephone abandonment	TBC	TBC	TBC	To be developed in context of potential need for tailored service standards and with reference to the Council’s Customer Access Strategy – for consideration  Abandonment is a local operational

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		rates of less than 2%				indicator Monthly monitoring
5.18	<b>Housing Benefit (HB)</b> performance	e.g. Average number of days to processing a new HB claim	23.17 days	24 days	TBC	Established service measures
5.19		e.g. Average number of days to process HB change of circumstances	7.88 days	8 days	TBC	Established service measures

<b>Corporate objective (Short outcomes statement):</b>		<b>A dynamic and well-led workforce and organisational culture that works in the interests of customers, value for money and continuous improvement</b>				
<b>Lead accountability:</b>		Leader of the Council Chief Executive				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
5.20	Ensuring all staff have a good quality and up-to-date assessment of their <b>performance and development</b> needs, strengths and areas for improvement, linking their day to day work with the organisation's vision and corporate priorities	% of employees that have had a formal Performance & Development Review (PDR) completed for the relevant year  (High)	TBC	96%	TBC	Requirement identified within the Rotherham Improvement Plan  Assessed Annually  Qualitative review carried out annually
5.21	<b>Targeted sickness</b> intervention supports proactive workforce wellbeing activity	Sickness days lost per employee (Full Time Equivalent)	TBC	TBC	TBC	Assessed Annually but monitored monthly

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		(Low)				
5.22	Ensuring a <b>positive, energetic, open culture</b> , built on effective workforce engagement & corporate communication	% of respondents to Pulse survey saying that they are positive about the organisation  (High)	TBC	TBC	TBC	Pulse perception every 6 months  Employee engagement index (annually) from Employee Opinion survey  Periodic use of external staff survey – dependent on cost, may not need to be annual. Requires further consideration.
5.23	<b>Recruitment</b> is effective & efficient, aiming ultimately towards limited use of interims, temporary & agency contracts	% need for re-advertisement	TBC	TBC	TBC	Establish benchmark & review annually
5.24		Reduction in Agency expenditure	£6m projection for 2015/16	TBC	TBC	Annually but monitored monthly
5.25	<b>Organisational design</b> interventions enable Council reshaping and budget targets for 16/17 and 17/18 to be achieved	Milestone: Achievement of budget savings	TBC	TBC	TBC	
5.26	<b>Senior managers</b> & future managers are skilled in leading future agendas, acknowledged by employees & Commissioners and Members	% of Managers with a management qualification	TBC	TBC	TBC	Need to benchmark.  Test in employee survey end of 2016.  Other potential measures: perception of employees of leadership; Commissioner and Member perception of leadership and management
5.27	<b>Talented workforce</b> , appropriately trained and skilled	3 days of training days per year guaranteed to each employee [current policy]  % of workforce with level 2	TBC	TBC	TBC	Learning & Development framework to be developed. Measure from 2016 onwards  Final measure to be agreed

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		qualification (High)				
5.28	A <b>balanced and diverse workforce</b> is maintained, attracting people from across the Borough's varied communities	% Disabled employees in the workforce  % Ethnic Minority employee representation in the workforce	TBC	TBC	TBC	Diversity and representativeness measure to be developed, as most appropriate
5.29	Promoting <b>trust and confidence</b> in the council	% of residents who trust the council (High)	42% (results of last LGA survey)			6-monthly LGA survey

<b>Corporate objective (Short outcomes statement):</b>		<b>Managing the council's resources and assets in an efficient way that offers residents and businesses value for money</b>				
<b>Lead accountability:</b>		Leader of the Council Strategic Director, Finance and Corporate Services				
Ref	How we will deliver (Key actions):	Indicator(s) or milestone(s) and good performance	Target where appropriate		Lead officer	Notes (e.g. rationale for inclusion and means of assessment)
			Current performance	Target (2016/17)		
5.31	Ensuring a <b>balanced budget</b> , with spending on services maintained within the overall funding limits	Having a sustainable Medium Term Financial Strategy (MTFS) that shows how the council intends to resource its services over the term of the Strategy	TBC	TBC	TBC	
5.32	Setting a <b>balanced annual budget</b> in accordance with	% Council Tax collected in the current financial	97.2%	97% (Top Quartile)	TBC	National indicator

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	statutory frameworks	year		Metropolitan Authorities)		£104m income to council dependent on this measure Annual
5.33		% non-domestic (business) rates collected in the current financial year	98.3%	98% (Top Quartile Metropolitan Authorities)	TBC	National indicator  £38m income to council dependent on this measure
5.34	An unqualified external audit opinion on the Council's <b>Annual Statement of Accounts</b> with no material adjustments to its financial performance and position		TBC	TBC	TBC	
5.35	Ensure <b>Generally Available Reserves</b> are adequate to meet financial risks, events and contingencies and manage risk		TBC	TBC	TBC	
5.36	<b>Capital Strategy</b> performance	Delivery in line with budget and minimal % variance	TBC	TBC	TBC	
5.37	A safe and transparent approach to <b>managing finances</b> , avoiding fraud and risks of fraud; proper use of funds etc	An unqualified Use of Resources (VFM Conclusion) external audit opinion	TBC	TBC	TBC	Annual
5.38	An efficient <b>Procurement service</b> that encourages local suppliers and SMEs	% payment of supplier invoices within 30 days (High)	TBC	TBC	TBC	National Best Value Performance Indicator
		% payment of local supplier and SME invoices within 10 days (High)	TBC	TBC	TBC	

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5.39		% spend of contracts within Rotherham/Sheffield City region	TBC	TBC	TBC	Will require further development.
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**Section 7 – Values of the Organisation**

This section will need to be completed following the appointment of the permanent new Chief Executive role and her work with staff, the senior leadership team and members. Initial, widespread consultation with staff has already taken place to determine what these core values of the organisation should be, but it is vital for the new senior leadership team to formally set these standards and lead by example. Hence this requires the new managerial leadership to be in place, prior to finalising the values in consultation with elected members.

**RMBC Corporate Plan – first version – 1<sup>st</sup> December 2015****Section 8 - How we will deliver the Corporate Plan – Governance arrangements**

Some of the reporting arrangements are set out in the accompanying Performance Management Framework (PMF) to this Plan. The precise sequence of reporting arrangements, including timings and accountabilities, will now follow further work which will progress into 2016.

**Section 9 – Working in Partnership**

In the wake of the Council's Corporate Governance Inspection, which criticised some aspects of partnership working in the borough, the Rotherham Partnership has overhauled its membership and governance arrangements, re-launching as the "**Rotherham Together Partnership**".



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As set out in its terms of reference, the central aim of Rotherham Together is to “*provide governance and leadership in pursuing partners’ shared priorities for the borough through the delivery of the vision for Rotherham, as articulated in the **Rotherham Community Strategy***”.

The Community Strategy is in development and will be launched in March 2016. It will explain how partners, of which the Council is one, can work together to combine their collective knowledge, ideas, expertise and resources, can deliver tangible improvements in the borough. The Partnership’s thematic boards have also undertaken thorough governance reviews and have overseen or are overseeing the development of new strategies, which will complement the Corporate Plan. These supporting boards and partnerships comprise:

- **Health and Wellbeing Board** - Bringing together the Council, NHS and other key partners to plan how best to meet the health and wellbeing needs of the local population and tackle inequalities in health. It is responsible for the new Rotherham Health and Wellbeing Strategy.
- **Children and Young People’s Partnership** - The purpose of which is to help support and challenge Rotherham Council and its partners, including the Rotherham Safeguarding Children’s Board, to secure sustainable improvements and high level performance in Rotherham’s children’s services. The partnership is currently in the process of being refreshed, with new arrangements to be in place from 2016.
- **Safer Rotherham Partnership Board** – which is the strategic board responsible for community safety issues in the borough.
- **Business Growth Board** – formerly the Economy Board, which is responsible for the delivery of the 10 year Rotherham Economic Growth Plan (2015-2025) and involves a range of private sector representatives, as well as the council and other partners, with its key focuses on skills, employment, the particular role of the town centre, as well as – naturally – business growth throughout the borough. The Economic Growth Plan closely mirrors Sheffield City Region’s Strategic Economic Plan, reflecting the need for Rotherham to work closely with regional partners and which is increasingly critical in the context of further powers and funding being devolved to the City Region’s Combined Authority.

**The Sheffield City Region** is a further area of increasing importance in terms of partnership working, as the Council seeks to play a full and positive part in delivering economic improvements for Rotherham as part of the City Region-wide Strategic Economic Plan and associated devolution powers and funding settlement.

**RMBC Corporate Plan – first version – 1<sup>st</sup> December 2015****Section 10 - How we will deliver the Corporate Plan – Performance management arrangements**

This section will be developed to include brief details of the new Performance Management Framework (PMF), including the “Analyse, Plan, Do and Review” cycle and key responsibilities – a full draft of this PMF has been provided to Elected Members alongside this first version of the new Corporate Plan.

Stella Manzie  
Managing Director Commissioner