

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date:- Wednesday, 21 June 2017 Venue:- Town Hall, Moorgate Street, Rotherham.
Time:- 11.00 a.m.

AGENDA

1. Apologies for Absence.
2. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Declarations of Interest
5. Minutes of the previous meeting held on 5 May 2017 (Pages 1 - 5)
6. Questions from Members of the Public and the Press

Items for Pre-Decision Scrutiny

In accordance with the outcome of the Governance Review, the following item is submitted for pre-scrutiny ahead of the Cabinet and Commissioners' Decision Making Meeting on 26 June 2017. Members of the Overview and Scrutiny Management Board are invited to comment and make recommendations on the proposals contained within the report.

7. Integrated Health and Social Care Plan (Pages 6 - 18)
8. Acquisition of 3-7 Corporation Street, Rotherham (Pages 19 - 26)
9. Local Plan: Additional Consultation on Sites and Policies Document (Pages 27 - 58)
10. Council Plan 2017 - 2020 (Pages 59 - 94)

For Decision/Discussion

11. Presentation - Home to School Transport
12. Overview and Scrutiny Annual Report 2016-17 (Pages 95 - 122)
13. Date and time of next meeting
 - Wednesday 5 July 2017 at 11.00a.m.
(Pre-meeting for Members at 9.15a.m.)

Sharon Kemp.

SHARON KEMP,

Chief Executive.

Membership:-

Chairman – Councillor Steele

Vice-Chairman – Councillor Cowles

Councillors Brookes, Clark, Cusworth, Evans, Mallinder, Napper, Sheppard, Short, Walsh and Wyatt.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD
Friday, 5th May, 2017**

Present:- Councillor Steele (in the Chair); Councillors Albiston, Allcock, Cowles, Mallinder, Sansome, Short, Julie Turner, Walsh and Wyatt.

Apologies for absence:- Apologies were received from Councillors Clark and Price.

134. DECLARATIONS OF INTEREST

There were no Declarations of Interest to report.

135. MINUTES OF THE PREVIOUS MEETING

Resolved:- That the minutes of the meeting held on 31st March, 2017 be agreed as a true and correct record.

136. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the public or the press.

**137. CHILDREN'S COMMISSIONER'S TAKEOVER CHALLENGE -
ACCESSIBILITY OF PUBLIC TRANSPORT FOR YOUNG PEOPLE**

Consideration was given to the report which highlighted how the Children's Commissioner's Takeover Challenge on 21st February, 2017 focused on the recommendations made by Rotherham Youth Cabinet in their report "Get in Gear" regarding the accessibility of local public transport for young people.

This report outlined the key points from the discussions with the Cabinet Member, South Yorkshire Passenger Transport Executive and representatives from local bus, tram and rail operators.

The response from partner agencies to the young people's recommendations following the spotlight session was included and detailed in Appendix 1.

Resolved:-

1. That the report be noted.
2. That a press statement on the report and recommendations in respect of Accessibility of Public Transport for Young People be prepared for publication following the General Election purdah period.

3. That the report be forwarded to the Sheffield City Region Combined Authority Scrutiny Committee.
4. That an update be reported to the Youth Cabinet in November 2017 and any concerns arising from that discussion be reported back to this committee.

138. PROPERTY ASSET MANAGEMENT POLICY AND STRATEGY

Consideration was given to the report which set out how the Council's Land and Property Assets were not only buildings that supported service delivery, but valuable assets that could further the delivery of the Council's plans and objectives, particularly in achieving a modern, efficient Council.

This report defined the proposed Council Policy and Strategy to guide the use of the Council's Land and Property Assets. It proposed the Council's approach to the management, usage and development of the Council's Land and Property Assets in supporting the Council's Corporate Plan and the Asset Management Improvement Plan.

As an initial observation, Members identified that there were various plots of prime land across the borough that the Council should seek to sell as a priority. Particular reference was made to the site of the former leisure centre on Wickersley Road. Officers acknowledged that this had been an issue and indicated that the Asset Management Improvement Plan had been developed to address such issues.

Assurances were sought in respect of the timescales for implementing the provisions of the strategy and it was noted that work was already underway to establish service asset management plans for each area of the Council, which would set out the requirement over a one, three and five year period.

Reference was made to the future use of Riverside House and the costs incurred by the authority in the running and maintenance of the building. Similarly Members felt that it was necessary to have a better understanding of the future requirement in view of the changing face of local government and the reduction in staff numbers cited in the Workforce Strategy.

The Board were particularly keen to understand the link between this strategy and the Medium Term Financial Strategy (MTFS). Whilst it was explained that the target for capital receipts from the sale of assets had been exceeded in the previous year, Members wanted further detail on the link between the Asset Management Strategy and the MTFS.

Resolved:-

1. That Cabinet be advised that the recommendations be supported.
2. That an update report be submitted to Overview and Scrutiny Management Board in November 2017 detailing the link between this strategy and the Medium Term Financial Strategy.

139. BUILDING STRONGER COMMUNITIES

Consideration was given to the report which detailed how organisations and agencies across Rotherham were working to support stronger, more cohesive and inclusive local communities. The Council's work in this area was a key priority within the Rotherham Improvement Plan, which called for the development of a corporate policy statement on community cohesion. Dame Louise Casey's recent review of "*opportunity and integration*" in local communities was also having a bearing across the whole of the local government sector.

Other partners, including the police, fire service, voluntary and community sector, and health agencies were all seeking to work in the interests of building stronger communities so that the needs of different areas and demographic groups were better understood and services could be better targeted.

The draft "building stronger communities" strategy appended to this report aimed to provide clear direction for a number of workstreams broadly focused on the cohesion/stronger communities agenda. A draft action plan was also attached setting out a range of actions and milestones across the strategy's key themes, which were:-

- A strong civic community and pride of place.
- Bringing people together.
- Our rights and responsibilities towards each other.
- Expanding opportunity and economic security.

Whilst acknowledging the Council's central role in relation to community cohesion, the strategy had a clear emphasis on partnership working and – critically – on meaningfully engaging with local communities so that they could help shape the approach.

It was proposed, therefore, that a Stronger Communities Forum (SCF) be established. This could be chaired by the Council Leader, reflecting the Council's pivotal community leadership role, but with membership primarily comprised of community representatives as well as partner public service organisations.

The need for a small grants programme was identified in the action plan. An application for external funding had been made to resource this programme. If the external funding application was not successful, then an internal budget had been identified to provide a £5,000 contribution from the Council to the small grants programme, which would be overseen by the Stronger Communities Forum. Rotherham Together Partnership had agreed an additional £5,000 for the programme.

Members referred to the section 3.3 of the report which discussed radicalisation in schools and queried how the actions identified would be delivered. In response, it was stated that there was not an easy solution to the issue, however the aspiration was to bring people together outside of schools on a much smaller scale.

The report was broadly welcomed by Members and support was expressed in various way for the plans detailed therein. Assurances were sought that the work planned would reach beyond the usual suspects and the Leader indicated that the Rotherham Together Partnership would be one route, but it was necessary to understand how the Council and public agencies could reach out to hard-to-reach groups.

Whilst the report was considered to be a step forward, Members further queried whether the document fully appreciated the challenges facing communities and if the policy would do enough within the context of national values. The Leader agreed with the sentiment of the point and indicated that it provide a basis to tackle local issues facing communities in Rotherham, but there were broader challenges nationally and globally that affected the local position.

Members queried how implementation would be monitored in neighbourhoods and what the key milestones would be. The Leader confirmed that there would be a balance between monitoring outputs, which could be measured, and outcomes which were largely around people felt.

Resolved:-

That Cabinet be advised that the recommendations be supported.

140. FLAG PROTOCOL FOR RIVERSIDE HOUSE AND ROTHERHAM TOWN HALL

Consideration was given to a report which identified, following a number of enquiries and requests to fly alternative flags, a protocol being prepared to establish a calendar of dates on which flags should be flown, the circumstances of how those flags should be flown and any associated decision making in respect of flying flags outside of the terms of the protocol.

Whilst the general principle applied by the Authority was to follow the advice provided by Central Government, a framework for local decision making in respect of the flying of flags would assist in the determination of any additional requests.

This report, therefore, sought the approval and adoption of a protocol to govern the flying of flags at Riverside House and Rotherham Town Hall.

Members welcomed the report and considered that the Union Flag should always be flown from the principal flag pole at both Riverside House and Rotherham Town Hall.

Resolved:-

That Cabinet be advised that the recommendations be supported, subject to the schedule of dates for flying flags to make provision for the Union Flag to be flown always as the principal flag.

141. WORK IN PROGRESS (CHAIRS OF SELECT COMMISSIONS TO REPORT)

Councillor Sansome, Chair of the Health Select Commission, reported that meetings had taken place during April to review the quality accounts for the various trusts and indicated that there had been some concerns on performance. Following the April meeting of the Commission, Members had held some initial discussions on the work programme. He further added that he had met with the Chief Executives of the Clinical Commissioning Group, Rotherham Hospital Trust and Rotherham, Doncaster and South Humber NHS Foundation Trust.

Councillor Allcock, Vice-Chair of the Improving Lives Select Commission, reported that the alternative management arrangement review had concluded and a report had been produced. He wished to record his thanks to all Members that had sat on the Commission and paid tribute to the work of the scrutiny officer and link officer who had supported their activities.

Councillor Mallinder, Chair of the Improving Places Select Commission, paid also thanked the members of that body for their commitment and support for the commission's work during the past year.

Resolved:-

That the update be noted.

142. DATE AND TIME OF NEXT MEETING

Resolved:- That the next meeting of the Overview and Scrutiny Management Board take place on Wednesday 21 June 2017 at 11.00 a.m. (pre-meeting for Members commencing at 9.15 a.m.)

Summary Sheet

Council Meeting:

Cabinet and Commissioners Decision Making Meeting – 26 June 2017

Title: The Rotherham Integrated Health and Social Care Place Plan

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

Yes

Strategic Director Approving Submission of the Report

Anne Marie Lubanski Director of Adult Care and Housing

Report Author(s)

Nathan Atkinson – Assistant Director Strategic Commissioning, Adult Care and Housing

Ward(s) Affected

All

Summary

The purpose of this report is to update Cabinet on:

- 1) the content of the Rotherham Integrated Health and Social Care Place Plan
- 2) the proposed governance arrangements to oversee strategic objectives and ensure tactical delivery of the identified actions
- 3) the links of health and social care integration to key Council strategic drivers such as *The Rotherham Plan - A new perspective 2025*

Recommendations

Cabinet to note the content of the Rotherham Integrated Health and Social Care Place Plan and to support the priorities and delivery of outlined activity.

List of Appendices Included

Nil

Background Papers

The Rotherham Integrated Health and Social Care Plan

<http://www.rotherhamccg.nhs.uk/rotherhams-place-plan.htm>

South Yorkshire and Bassetlaw Sustainability and Transformation Plan

<http://www.smybndccgs.nhs.uk/what-we-do/stp>

The Rotherham Plan - *A new perspective 2025*

http://rotherhamtogetherpartnership.org.uk/downloads/file/7/the_rotherham_plan_a_new_perspective_2025

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 21 June 2017

Council Approval Required

No

Exempt from the Press and Public

No

Title: The Rotherham Integrated Health and Social Care Place Plan

1. Recommendations

- 1.1 Cabinet to note the content of the Rotherham Integrated Health and Social Care Place Plan and to support the priorities and delivery of outlined activity.

2. Background

2.1 The Rotherham Integrated Health and Social Care Place Plan summarises local ambitions for bringing together health and social care as one single system. The Plan has been jointly produced by the Rotherham Clinical Commissioning Group (RCCG), Rotherham Metropolitan Borough Council (RMBC), The Rotherham NHS Foundation Trust, (TRFT), Rotherham, Doncaster & South Humber NHS Foundation Trust, (RDASH) and Voluntary Action Rotherham (VAR). The Place Plan demonstrates the commitment across partners in Rotherham to the direction of travel for Rotherham and provides for the continuation of collaborative and transformational activity across the whole health and care system. The Plan constitutes the foundations for delivery of one of the game changers contained within the Rotherham Plan - *A new perspective 2025* – integrated health and social care.

2.2 Following submission of the most recent draft of the Rotherham Integrated Health and Social Care Place Plan to the Health and Wellbeing Board in January 2017, the focus in Rotherham has been on:

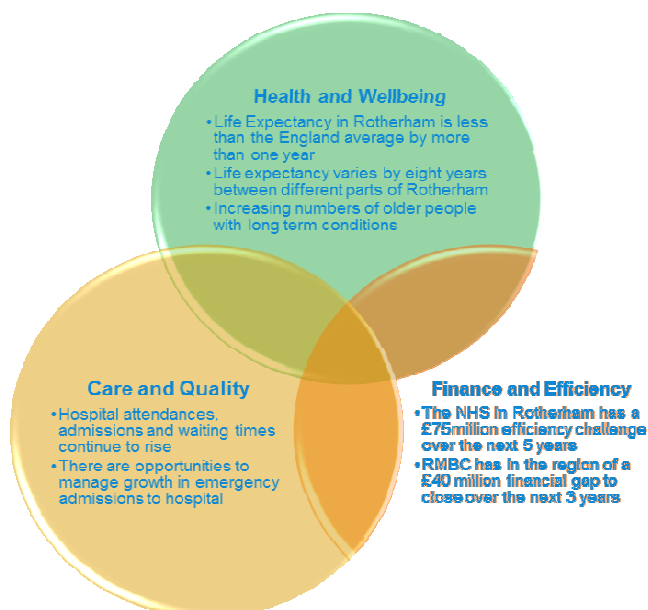
- Strengthening the Integrated Health and Social Care Place Plan content particularly around the case for change, primary care and implementation plan.
- building the governance arrangements to ensure that there is transparency and accountability for the delivery of the Plan, with clear political leadership under the Accountable Care System to support the STP deadline.
- delivery of the ambitions of the plan and being able to track tangible progress at local level.
- linking the plan to wider ambitions for the borough in terms of neighbourhood based approaches to improve the wellbeing and life chances of Rotherham people.

3. Key Content

3.1 The NHS Shared Planning Guidance asked every local health and care system in England to come together to create its own ambitious local plan for accelerating implementation of the Five Year Forward View (5YFV). These blueprints, called Sustainability and Transformation Plans (STPs), are place-based, multi-year plans built around the needs of local populations. Rotherham sits within the South Yorkshire and Bassetlaw footprint which is led by Sir Andrew Cash (Chief Executive of Sheffield Teaching Hospitals).

- 3.2 The Rotherham Integrated Health and Social Care Place Plan, along with the other footprint areas Plans, underpins the wider regional submission. The Rotherham Place Plan outlines the priorities and highlights the proposed system solutions for the borough, linking into the wider ambitions for the footprint. The final draft of the South Yorkshire and Bassetlaw STP was submitted in October 2016. The Council was consulted on the content of the STP submission and has been assigned Core Place Based partner status within the emerging governance framework.
- 3.3 The South Yorkshire and Bassetlaw STP submission was identified by NHS England as one of the nine exemplars across the country, being singled out as the only plan demonstrating a wider system commitment incorporating the local authority and voluntary sector offer.
- 3.4 In order to draw down potential future funding for the STP, each local area within the footprint must have formed Accountable Care Partnerships in each local place delivering integrated health and social care aligned to an Accountable Care System for South Yorkshire and Bassetlaw by September 2017.
- 3.5 The vision of the Rotherham Integrated Health and Social Care Place Plan is: *Supporting people and families to live independently in the community, with prevention and self-management at the heart of our delivery.*
- 3.6 In order to deliver the vision the Place Plan partners have considered the case for change to the current system and ways of working. This centres on three key gaps:
- Health & Wellbeing
 - Care & Quality
 - Finance and Efficiency

The specific elements to these three headings are articulated in the diagram below:



3.7 The Rotherham Integrated Health and Social Care Place Plan contains five joint priorities (plus Primary Care which sits outside the plan but is integral to it) that are building on existing initiatives, but taking a whole system approach to make them more efficient, maximise benefits and reach.

3.8 (1) *Prevention, self-management, education and early intervention*

The aim is better meet the needs of local people by taking a targeted approach to early intervention. This will be through:

- expansion of the award winning Social Prescribing service to cover people at risk of hospitalisation and experiencing mental ill-health. GPs will therefore be able to refer a wider cohort to the services available within the community to best meet their needs outside of a statutory intervention.
- systematic use of healthy conversations and advice by ensuring that all partner organisations sign up to train their workforce in Making Every Contact Count (MECC). The expectation is that front line staff talk to people about sensitive issues such as diet, exercise, smoking and excessive alcohol use in addition to their primary issue. Staff will then be able to sign post people to evidence based lifestyle services to support positive change in a way that works best for the individual.
- improvements to the Voluntary Action Rotherham GISMO website to improve accessibility of content and ease of navigation when looking for options from the 700 voluntary sector groups operating across the borough.
- investment in health champions to support e supported by volunteer health ambassadors who spread the 'Right Care Right Time' message, use of Pharmacy First and Prescription Waste Management. This approach has effectively targeted communities where there has been a high incidence of attendance to A&E and the model will be further developed to expand it into other deprived communities in Rotherham.

3.9 (2) *Roll out our integrated locality model 'The Village' pilot*

- 'The Village' pilot commenced in July 2016 and is an integrated community health and social care service model based out of the Clifton/St. Anne's health centre on Doncaster Gate, close to the town centre.
- The pilot covers a patient population of 31,000 with the aim to ensure that people receive coordinated care from a single case management plan and there is a nominated lead professional.
- A multi-disciplinary team incorporating district nurses, social workers, occupational therapists and community link workers work collaboratively to support people remain in the community (including in care homes) and track when they are admitted into hospital with the aim to facilitate a faster and safer discharge back home. This approach is designed to improve people's independence and resilience as well as preventing acute hospital admissions.

- The effectiveness of the service is currently being evaluated by an independent organisation with a report due in July 2017. The aim is to learn from the pilot and apply the positive aspects when rolling services out to the other six GP clusters, recognising that each area will have its own challenges and nuanced solutions. The GP clusters will form part of the proposed three localities for Rotherham covering North, Central and South areas of the borough defined by the Rotherham Together Partnership.

3.10 (3) *Urgent and Emergency Care Centre*

- The new Urgent and Emergency Care Centre at the Rotherham hospital will open in July 2017 and will be the single point of access and triage for urgent cases. It will use an innovative multi-disciplinary approach to reduce waiting times, support patient flow through the hospital and improved patient experience
- The centre will accommodate social workers, mental health teams, care coordination teams and voluntary sector provision so that people can be instantly referred, following triage to the right pathway, if they do not require A&E services.
- The performance targets are for adult patients to be assessed/triaged within 20 minutes and children within 15 minutes.
- The new delivery model is expected to reduce admissions saving £30m over the next ten years.
- Running alongside the Urgent and Emergency Care Centre will be the expansion of the Adult Mental Health Liaison Service. This provides 24 hour mental health care to patients who attend the hospital and the initial model has been very successful. The aim is to reduce waiting times, admissions, re-admissions and length of stay for patients with dementia or experiencing crisis by enhancing the knowledge and skills of hospital staff.

3.11 (4) *24/7 Care Co-ordination Centre*

- The 24/7 Care Coordination Centre aims to act as a central point of access for health professionals and patients into hospital and community based urgent care services. It currently takes 4,000 calls per month.
- The purpose is to effectively manage system capacity, carry out initial assessment and deploy appropriate teams to provide support, avoid potential hospital admissions and ensure people are in the most appropriate care setting.
- The aim is to expand the scope to include mental health, voluntary and social care sectors, improving access to patients through a comprehensive directory of services, driving efficiency and cutting down waste.

3.12 (5) *Specialist Reablement Centre*

- The aspiration is to develop a more integrated approach to the provision of intermediate care services for those patients who cannot be treated at home, but do not need to be treated in a hospital setting.

- It is hoped to locate all rehabilitation services on a single site away from the hospital to create an environment that supports integrated working. This approach should be more cost efficient through better deployment of professionals supporting an integrated multi-disciplinary way of working. It will also enable people to remain in the community longer.

3.13 Primary Care

- The partners will work with GP practices to transform services over the next five years to improve consistency and equality in access to services, provide a seamless pathway for patients with GPs as the linchpin for care and support patients to self-manage their conditions utilising available technology. A separate plan addressing the requirements of the GP Forward View has been produced by the Rotherham CCG with the following priorities:
 - Implementing a quality contract for general practice
 - Every practice undertaking productive general practice by March 2017
 - Developing the primary care workforce
 - Developing the Federation arrangements in Rotherham to strengthen general practice
 - Roll-out of telehealth and other IT to support general practice capacity

3.14 Implementation of the Integrated Health and Social Care Place Plan is driven by key enablers:

- making best use of public buildings and resources
- make best use of technology and systems integration
- working together and sharing information will become the norm
- encourage self-management and wellbeing through the use of personal technology e.g. Apps, Fitbits etc.

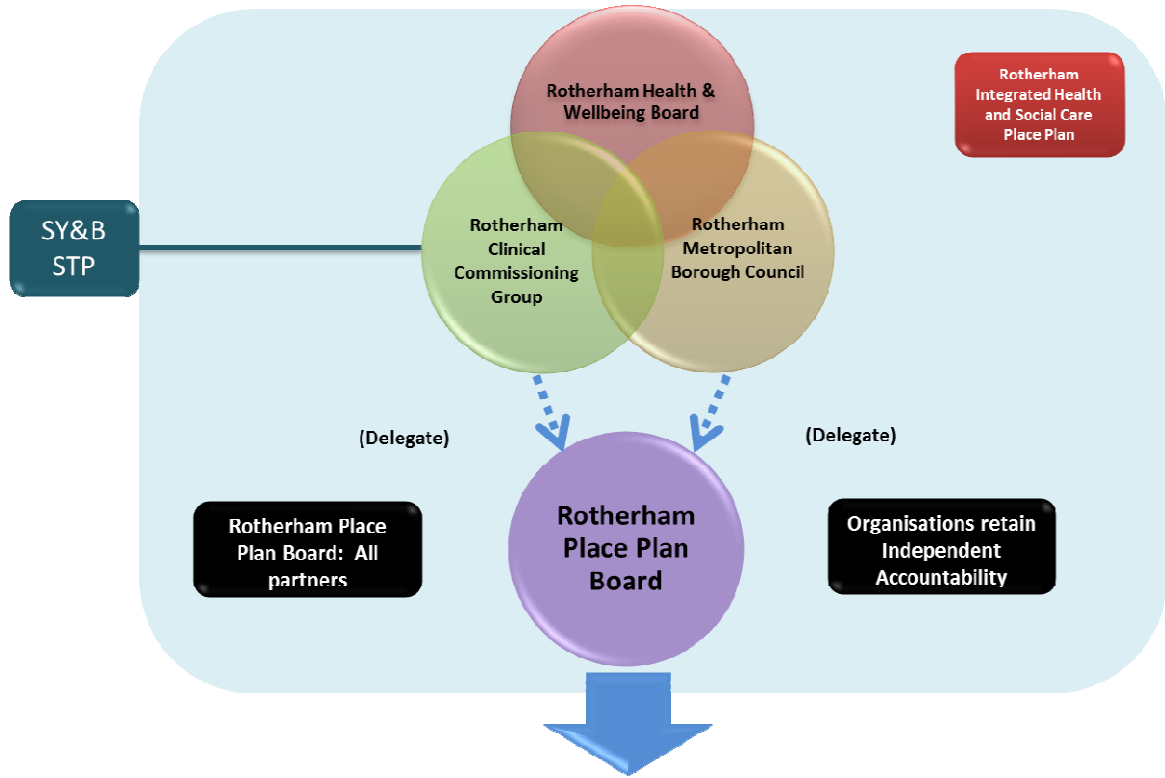
4. Governance – Rotherham Accountable Care System

4.1 In order to oversee the delivery of the Rotherham Integrated Health and Social Care Place Plan and to comply with the deadline for creating an Accountable Care Partnership by September 2017 outlined in the South Yorkshire and Bassetlaw STP, new governance arrangements have been created. These have been co-produced in consultation with key stakeholders from across the partnership, elected members and the Health & Wellbeing Board.

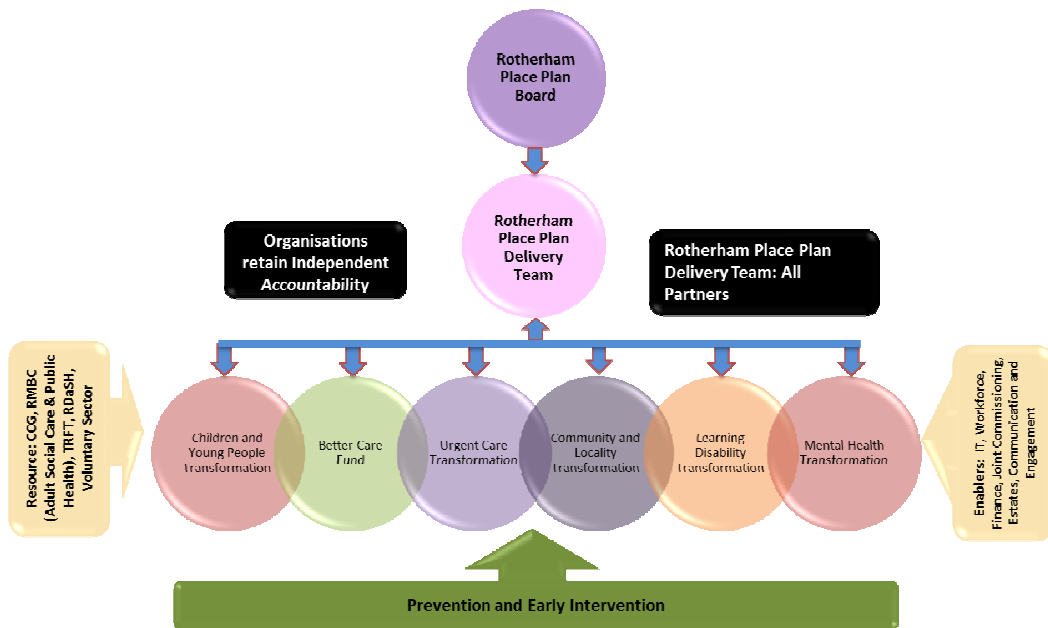
4.3 Partners in Rotherham have formed an Accountable Care System for the borough, which will meet the requirements of the South Yorkshire and Bassetlaw STP. This new governance is underpinned by specific terms of reference. Overall ownership and strategic direction will rest with the existing Rotherham Health and Wellbeing Board and the new Rotherham Place Plan Board will report progress here.

- 4.4 The Rotherham Place Plan Board will focus on delivery of the Integrated Health and Social Care Place Plan. The Board will be co-chaired by Sharon Kemp (Chief Executive, RMBC) and Chris Edwards (Chief Officer, RCCG). Councillor David Roche (Cabinet Member for Adult Care & Public Health) and Dr Richard Cullen (Chair and Chair of the Strategic Clinical Executive), will be in attendance at all meetings in a participatory and oversight capacity for both the Council and the CCG respectively. Operational activity will be driven by the Rotherham Place Plan Delivery Team who will report into the Rotherham Place Plan Board. This is illustrated by the two diagrams below.

Rotherham Integrated Health and Social Care Place Plan Rotherham Place Plan Board



Rotherham Integrated Health and Social Care Place Plan Rotherham Place Plan Delivery Team



4.4 Decision making on the Rotherham Accountable Care System has been shaped by principles that it will:

- focus on people and places rather than organisations, pulling pathways together and integrating them around people's homes and localities.
- actively encourage prevention, self-management and early intervention to promote independence and support recovery, and be fair to ensure that all the people of Rotherham can have timely access to the support they require to retain independence.
- design pathways together and collaborate, agreeing pathways once collectively, to make current and future services work better.
- be innovative, using international evidence and proven best practice to shape pathways to achieve the best outcomes for people in the most cost effective way.
- strive for the best quality services based on the required outcomes within the resource available.
- be financially sustainable and this must be secured through plans and pathway reform.
- join budgets together so health, care and support services are bought once for a place in a joined up way.

4.5 Key stakeholders will work together to maximise the utilisation of Rotherham resources.

- Place Based Commissioning, pathway re-designs and delivery of services will be overseen by all partners sharing our resources.
- Pathways will be designed around the needs of people to meet needs as set out in the Health and Wellbeing Strategy.
- All partners, whilst retaining independent organisational accountability, will be represented on the Rotherham Place Plan Board and will be expected to collaborate to oversee delivery.
- The Rotherham Place Plan Board is the Accountable Care System Board, but for simplicity it will be called the Rotherham Place Plan Board.
- Key delivery of the plans (e.g. winter planning/BCF oversight) will be overseen by the whole system.
- Elements of certain pathways will need collaboration outside of Rotherham.

5. Timetable for Delivery

5.1 The Rotherham Integrated Health and Social Care Place Plan contains a high level implementation plan from April 2016 – March 2020 for each of the five priority areas. The implementation plan was drafted for submission in October 2016 and was predicated on the basis of what could be achieved within existing budget allocation and within a sliding scale of anticipated transformational funding from the Sustainability and Transformation Programme.

5.2 To date, the South Yorkshire and Bassetlaw STP has not received transformational funding to be allocated to each of the Place Plans. Consequently, the Rotherham Plan and anticipated delivery timescales are predicated on the 'as is' basis, though this section of the plan is currently being reviewed and more detailed and accurate delivery plans formulated.

5.3 In order to draw down the Sustainability and Transformation Programme funding from the STP, it will not just be sufficient for the Rotherham Integrated Health and Social Care Place Plan partners to create the Accountable Care System, it will be fundamental for the collective to drive forward the ambitions outlined in the Rotherham Plan - *A new perspective 2025*. This will obviously focus on the game changer for integrated health and social care, but there will be a stronger role to play with regard to the wider contribution to other priorities in terms of building stronger communities, skills and employment, a place to be proud of and the town centre.

6. Recommended proposal

6.1 Cabinet to note the content of the Rotherham Integrated Health and Social Care Place Plan and to support the priorities and delivery of outlined activity

7. Consultation

7.1 The content of the Integrated Health and Social Care Place Plan has been informed following extensive co-production between the partner organisations and various draft iterations have been shared with the Health & Wellbeing Board during 2016/17 (1 June, 16 November and 11 January 2017).

7.2 The construction and agreement of the governance arrangements to form the Accountable Care System has involved all of the Chief Officers from all of the partner organisations along with their governing bodies and wider stakeholders.

8. Timetable and Accountability for Implementing this Decision

8.1 The first meeting of the Rotherham Place Plan Board in shadow form will be held in July 2017. The aim is to formally meet from 1 April 2018 as a fully constituted body.

9. Financial and Procurement Implications

9.1 There are no immediate financial and procurement implications in terms of the composition of the Integrated Health and Social Care Place Plan and the creation of the Accountable Care System. However, as the implementation of the key priorities contained within the Plan progresses, then there will be future financial implications for the Council, and partner organisations, which will need to be considered within the context of the Council's overall financial strategy.

10. Legal Implications

- 10.1 There are no immediate legal implications in terms of the composition of the Integrated Health and Social Care Place Plan Board and the creation of the Accountable Care System. As the implementation of the key priorities contained within the Plan progresses, however, it is likely there may be future legal implications for the Council and partner organisations.

11. Human Resources Implications

- 11.1 There are no immediate human resources implications. However, as the implementation of the key priorities contained within the Integrated Health and Social Care Place Plan progress, specifically the detailed design to inform the roll out of integrated locality working, then human resources implications are likely to emerge.

12. Implications for Children and Young People and Vulnerable Adults

- 12.1 The Integrated Health and Social Care Place Plan is an all age approach. The requirements for activity to support and positively improve the health, wellbeing and life chances of children and young people as well as vulnerable adults are paramount to delivering the vision and the key priority objectives of the Plan.

13. Equalities and Human Rights Implications

- 13.1 There are no known adverse equalities or human rights implications from implementing the Integrated Health and Social Care Place Plan.

14. Implications for Partners and Other Directorates

- 14.1 The Integrated Health and Social Care Place Plan is a co-produced document with partners across the Rotherham health and social care system. The benefits of the approach and expectations from the partners to support attainment of the vision and delivery of key priorities are clearly articulated within the Plan.

15. Risks and Mitigation

- 15.1 The primary risks regarding the Integrated Health and Social Care Place Plan relate to the ability of the five priorities to be delivered within the original specified time frame outlined within the Plan as this was predicated on a range of scenarios including identification of additional funding through the Sustainability and Transformation Programme which has not yet materialised.

15.2 The creation of robust governance arrangements, clear commitment from partners to see through on delivering the priorities and the drive towards providing sufficient resources to support activity should mitigate these risks. The creation of the Accountable Care System may also unlock future Sustainability and Transformation Programme funding to increase the pace and scale of delivery. In addition, emerging risks will be captured via an effective risk log and fed up the governance chain to ensure resolution and traction.

16. Accountable Officer(s)

Assistant Director of Strategic Commissioning: Nathan Atkinson

Approvals Obtained from:-

Finance Manager: Mark Scarrott

Principal Officer/Contracts Solicitor (Legal): Neil Concannon/Moira Cooper

Senior Category Manager (Procurement): Ian Murphy

Human Resources Business Partner: Odette Stringwell

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

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

Public Report with Exempt Appendix
Cabinet and Commissioners' Decision Making Meeting

Summary Sheet

Council Report

Cabinet and Commissioner's Decision Making Meeting – 26 June 2017

Title

Acquisition of 3-7 Corporation Street, Rotherham

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

This report is a Key Decision and is included in the Forward Plan.

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration and Environment

Report Author

Mike Shires, Development Manager
Ext 23882 or email: mike.shires@rotherham.gov.uk

Ward(s) Affected

Boston Castle

Executive Summary

This report seeks approval to continue to negotiate the purchase of 3-7 Corporation Street, Rotherham however in the event terms cannot be agreed, approval is sought to consider the compulsory acquisition of the properties.

For a Compulsory Purchase Order (CPO) to be successful then the Council must successfully resolve a number of key criteria, which are:-

- There needs to be a properly defined development area and scheme for the site, which must enhance the economic, environmental or social wellbeing of the area.
- There needs to be a clear planning justification for the scheme.
- The scheme needs to be financially viable.
- The scheme needs to be commercially deliverable.

The average timescale for obtaining a site by CPO is 12-18 months from the approval by Cabinet to proceed.

Recommendations

1. That in accordance with the emerging Town Centre Masterplan and the emerging Local Plan, the burnt out buildings, comprising 3-7 Corporation Street, Rotherham be acquired by the Council to facilitate the redevelopment of the site.
2. That the Assistant Director of Planning, Regeneration and Transportation continue to attempt to contact the owners of 3-7 Corporation Street, Rotherham with a view to acquiring the site by agreement if possible.
3. That the Assistant Director of Planning, Regeneration and Transportation procure a developer partner to produce a development scheme in relation to 3-7 Corporation Street, Rotherham and a further report be submitted to Cabinet/Commissioners regarding proposals for the site.
4. That if the Assistant Director of Planning, Regeneration and Transportation is unable to negotiate an acceptable acquisition of the site and is unable to persuade the owner to bring forward a suitable development proposal for the site, a further report will be submitted in relation to possibly acquiring the site by compulsory purchase.

List of Appendices Included

Appendix 1 – Exempt information

Background Papers

Rotherham Economic Growth Plan 2015-25

Housing Growth Strategy 2015-20

Town Centre Supplementary Planning Document

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 21 June 2017

Council Approval Required

No

Exempt from the Press and Public

*An exemption is sought for **Appendix 1** under paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A of the Local Government Act 1972 is requested, as this report contains sensitive commercial information with regards to costing for works and commercial agreements which could disadvantage the Council in any negotiations if the information were to be made public.*

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information, as the parties' commercial interests could be prejudiced by disclosure of commercial information.

Title:

Acquisition of 3-7 Corporation Street, Rotherham

1. Recommendations

- 1.1 That in accordance with the emerging Town Centre Masterplan and the emerging Local Plan, the burnt out buildings, comprising 3-7 Corporation Street, Rotherham be acquired by the Council to facilitate the redevelopment of the site.
- 1.2 That the Assistant Director of Planning, Regeneration and Transportation continue to attempt to contact the owners of 3-7 Corporation Street, Rotherham with a view to acquiring the site by agreement if possible.
- 1.3 That the Assistant Director of Planning, Regeneration and Transportation procure a developer partner to produce a development scheme in relation to 3-7 Corporation Street, Rotherham and a further report be submitted to Cabinet/Commissioners regarding proposals for the site.
- 1.4 That if the Assistant Director of Planning, Regeneration and Transportation is unable to negotiate an acceptable acquisition of the site and is unable to persuade the owner to bring forward a suitable development proposal for the site, a further report will be submitted in relation to possibly acquiring the site by compulsory purchase.

2. Background

- 2.1 No. 3-5 Corporation Street was formerly the Muskaan Indian Restaurant.
- 2.2 The building at 7 Corporation Street comprised the Kyber Pass Indian Restaurant, Club Envy nightclub and three retail units.
- 2.3 The Kyber Pass Indian Restaurant suffered fire damage in December 2005 with the adjacent night club suffering a similar fate in April 2007 (affecting the retail units below). The Muskaan Indian Restaurant was fire damaged in July 2011.
- 2.4 The building has been periodically inspected with regard to its safety and the Council's Building Control officers have confirmed that the building remains structurally sound. An inspection undertaken on 9th June 2016 re-confirmed this view and for the purposes of Section 77/78 of the Building Act, the building does not represent a 'Dangerous Structure'. A full structural survey has not been undertaken as officers do not have full access to the properties.
- 2.5 Officers have tried to contact the owners by phone and followed these attempts up with registered letters setting out the Council's desire to either work with the owner to bring forward a development or to acquire the properties.

3. Key Issues

- 3.1 The Council has made previous attempts to bring the properties in question back into use by working with the owners, but without success.

- 3.2 Before embarking on a Compulsory Purchase Order (CPO), it is necessary to establish whether it is possible to acquire the site by agreement. This is a requirement of statutory CPO guidelines.
- 3.3 In the event that officers cannot negotiate a purchase by agreement, the Council can pursue a compulsory acquisition of the site. There are a number of key issues which need to be resolved if a CPO is to be successful:-
- a) There needs to be a properly defined development area and scheme for the site, which must enhance the economic, environmental or social wellbeing of the area.
 - b) There needs to be a clear planning justification for the scheme.
 - c) The scheme needs to be financially viable.
 - d) The scheme needs to be commercially deliverable.
- 3.4 If the Council is not going to deliver the scheme itself, it will have to procure a developer partner to come forward with a scheme.

4. Options considered and recommended proposal

- 4.1 The preferred option would be to engage with the current owners of these properties to agree how this site could be brought forward for development. However, officers have not been able to contact the owners by phone and to date have received no response to letters sent. This lack of engagement by the owners has led to the Council considering the compulsory purchase route.
- 4.2 In the event that the current owners are unwilling to engage with the Council to bring this site forward, the Council has the option to acquire the site using its compulsory purchase powers. This option is deemed to be a last resort and should be used only after all efforts have been made to purchase the site by agreement.
- 4.3 Although the Council does not usually undertake speculative developments, the Council could in theory develop this site itself. However, this would require the allocation of adequate resources to design, cost up and fund a proposal. The Council would also have to be willing to take on the risk inherent in any development scheme. Therefore, it is proposed the Council will look to procure a development partner to bring this site forward.
- 4.4 Do nothing – The properties will continue to lie derelict and act as a blight on the streetscape and continue to adversely affect Rotherham town centre.

5. Consultation

- 5.1 Officers have consulted with colleagues in Finance and Customer Services, Human Resources and Strategic Housing and Investment Services.
- 5.2 The Commissioner and the Cabinet Member for Jobs and the Local Economy have both been briefed on this proposal and are supportive.

- 5.3 As part of the planning process the wider business and local community will be consulted on the proposed scheme.
- 5.4 Local ward members will be offered a briefing from officers on the CPO process and how it will work.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Following Cabinet approval, officers will prepare a brief, setting out the broad proposal for the site and desired outputs. The brief will be used to procure a developer partner through a competitive tender process. As part of this work an initial appraisal will be undertaken to inform the commercial viability of the various options for the site. This work will run alongside continued attempts to contact the owner and if necessary the compulsory purchase of the site by the Council.
- 6.2 Officers will seek to identify a developer partner by December 2017. This assumes Cabinet approval is obtained on 15th May 2017 and the procurement of a developer partner, following an agreed tender process, and marketing of the site.
- 6.3 During the procurement of a developer partner, officers will continue to try to negotiate a purchase of the properties by mutual agreement with the current owners.
- 6.4 Once the Council, working with a developer partner, has a scheme with a clear planning justification that is both financially viable and justifiable, and if the negotiations at 6.3 above have not been successful, officers will begin the CPO process. Initial programming suggests this will commence in early 2018.

7. Finance and Procurement Implications

- 7.1 Within the Capital Strategy (2017-2022) approved by Council on the 8th March 2017, there is an allocation of £14.902m in respect of Town Centre Development. It is proposed that any costs associated with the acquisition, demolition and procurement of a developer partner are funded from this allocation. The £14.902m allocation reflects the balance of the original approved allocation of £17m in 2016/17, following the decision to acquire Forge Island and the Riverside Precinct units. The actual expenditure outturn position for 2016/17 will be reported in the outturn report to Cabinet and Commissioners' Decision Making Meeting on 10th July 2017 and the balance of the allocation will be carried forward into future years.
- 7.2 To procure a developer partner to bring forward a scheme for this site, the brief will be tendered in line with the Public Contracts Regulations 2016 and the Council's Contract Standing Orders and Financial Regulations.

- 7.3 It is estimated that the holding costs for the site will be approximately £10,000 per annum. This includes the cost of site security and any ad hoc repairs to ensure that the buildings are stable and therefore safe. These costs will be managed within existing Asset Management Service budgets. There are no empty business rates associated with these properties as they have been removed from the ratings list.

8. Legal Implications

- 8.1 As the removal of private property from owners is considered to be draconian by English law, the justification for a CPO will have to be carefully considered. The scheme must be valuable to the area and the acquisition must be necessary to it. In addition the scheme must be, as detailed above, aligned with the planning framework, financially viable and deliverable.

9. Human Resource Implications

- 9.1 None

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The redevelopment of this site will improve the streetscape of the town centre and will contribute to a positive perception of Rotherham town centre as a safe place to visit.

11. Equalities and Human Rights Implications

- 11.1 None

12. Implications for Partners and Other Directorates

- 12.1 Development of this site would contribute to the Rotherham Economic Growth Plan 2015-25 and the emerging town centre masterplan.

13. Risks and Mitigation

- 13.1 A successful CPO will need to show that officers have made every attempt to negotiate an acquisition by agreement and give the owners of these properties every opportunity to engage with the Council. There is a risk that the Council might be deemed to have made insufficient effort to secure a deal by negotiation. Officers will keep a record of all attempts to contact the owners and a record of all negotiations that take place.
- 13.2 There is a risk that any proposed scheme will not be given planning permission. Planning officers will be consulted at an early stage to ensure that any proposals brought forward by a developer are in line with current planning policy.

13.3 There is a risk that the case for the application for a CPO will not be robust enough to ensure success. Officers will undertake all due diligence to ensure that any scheme brought forward firstly enhances the economic, environmental or social wellbeing of the area and is both financially viable and deliverable to ensure that any Compulsory Purchase Order is as robust as possible.

14. Accountable Officer(s)

Paul Woodcock, Assistant Director Planning, Regeneration and Transport
Mike Shires, Development Manager, Regeneration and Environment Services

Approvals obtained from:-

On behalf of Strategic Director of Finance and Customer Services: Jonathon Baggaley, Finance Manager.

On behalf of Dermot Pearson, Director of Legal Services: Lesley Doyle, Solicitor.

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

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Council Report

Cabinet and Commissioners' Decision Making Meeting – 26 June 2017

Title

Rotherham Local Plan: Additional Consultation on the Sites and Policies Document

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

Yes

Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration & Environment

Report Author(s)

Andy Duncan, Planning Policy Manager, Planning, Regeneration and Transport
Helen Sleight, Senior Planning Officer, Planning, Regeneration and Transport

Ward(s) Affected

Hooper and Wath and the specific sites referred to in the report, but the Local Plan affects the whole of the borough.

Executive Summary

The report seeks approval to consult on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area. This is necessary to accommodate the changes required by the Planning Inspector. Consultation on these sites is required before the Council can continue with the independent examination of the Sites and Policies Document.

Recommendation

That the commencement of public consultation on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area be approved.

List of Appendices Included

Appendix 1: Wath upon Dearne, Brampton Bierlow, West Melton consultation document.

Background Papers

The Rotherham Sites and Policies Document examination website provides further details of the Inspector's requirements and related documents.

<http://www.rotherham.gov.uk/localplanexamination>

Consideration by any other Council Committee, Scrutiny or Advisory Panel
Overview and Scrutiny Management Board – 21 June 2017

Council Approval Required

No

Exempt from the Press and Public

No

Rotherham Local Plan: Additional Consultation on the Sites and Policies Document

1. Recommendations

- 1.1 That the commencement of public consultation on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area be approved.

2. Background

- 2.1 The Council is preparing a Local Plan for Rotherham. This is both a statutory requirement and a pro-active approach to meeting the need for new homes and jobs, promoting economic growth and continuing the regeneration of the Borough. The two key documents contained within the Local Plan are the Core Strategy (adopted September 2014), and the supporting Sites and Policies Document.

- 2.2 The Sites and Policies Document allocates land to meet the targets for new homes and jobs fixed in the adopted Core Strategy. Most new development proposed will be focused in the Rotherham Urban Area (including at Bassingthorpe Farm) and at Principal Settlements for Growth at:

- Wath upon Dearne, Brampton Bierlow, West Melton
- Dinnington, Anston and Laughton Common, and
- Bramley, Wickersley and Ravenfield Common.

- 2.3 Following extensive community engagement over a number of years, the Council submitted the Sites and Policies Document to central Government on 24 March 2016 (Council Meeting 16/9/15, minute 55 refers). The document is being examined by an independent Inspector appointed by the Secretary of State. Public hearings for the examination were held from July to December 2016.

3. Key Issues

- 3.1 The Inspector has written to the Council setting out his initial conclusions. He has taken into account the Council's evidence, and submissions from others, and decided that limited changes to the document are required to make it sound and able to be adopted in due course. These changes, otherwise known as "Proposed Main Modifications", will be subject to consultation at a later stage.

- 3.2 The Inspector's letter, including his list of Proposed Main Modifications, has been published on the Council's Local Plan examination website. The website also provides an indicative timetable for the remaining stages of the examination. Key highlights of the Proposed Main Modifications are listed below:

- Todwick housing site (H84) removed
- Todwick North employment site (E16) removed
- Gypsy and Traveller site at Kiveton Park Station (GT1) retained

3.3 The Inspector also requires the Council to identify and consult on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area. This is to remedy a shortfall against the Core Strategy housing target for this area that has come to light as part of the examination. This consultation is required as an additional stage before the Council consults on the Inspector's Proposed Main Modifications.

3.4 This additional consultation stage will lengthen the examination period but the Inspector considers it necessary to ensure a robust and transparent process.

4. Options considered and recommended proposal

4.1 Officers have identified two additional housing sites to remedy the shortfall in housing supply highlighted by the Inspector.

4.2 Although there are alternative sites that could have been selected, officers consider that the two sites set out in the consultation document at Appendix 1 are the most appropriate choices. They minimise the release of further Green Belt land and are the most sustainable sites to meet the shortfall against the target for this area. Together they will provide around 500 new homes. The sites are:

- Land off Far Field Lane, Wath upon Dearne (site reference LDF0849)
- Land between Pontefract Road and Barnsley Road, West Melton (site reference LDF0263)

4.3 It is recommended that the document at Appendix 1 setting out these additional housing sites is approved for public consultation.

5. Consultation

5.1 Subject to Cabinet approval, it is proposed that public consultation on the additional housing sites will take place during July and August 2017. Officers will forward any comments received to the Inspector, who may then hold further hearing sessions. The Inspector will then confirm whether the additional housing sites are to be included in the Proposed Main Modifications.

5.2 Prior to the Cabinet meeting, officers held a drop-in session for all members at the Town Hall on 13 June 2017. This enabled members to ask any questions about the additional housing sites proposed in the Wath upon Dearne, Brampton Bierlow, West Melton area. It also allowed officers to brief members more generally on the Proposed Main Modifications to the plan.

- 5.3 The Local Plan Sites and Policies document has been subject to extensive public consultation, over a number of years. Consultation has been tailored to each stage of the process but has typically involved a variety of methods, such as press adverts, radio interviews, letters, emails, public drop-in sessions, member and parish briefings, web content, and hard copies in all libraries. At each stage of plan preparation, officers have carefully considered both the results of public consultation and the ongoing Integrated Impact Assessment (IIA) of the draft plan. Where consultation comments and the IIA have raised material planning considerations, officers have made appropriate changes to the draft policies and site allocations.

6. Timetable and Accountability for Implementing this Decision

- 6.1 The timetable below shows the significant stages in the Local Plan process to date. It also gives anticipated dates for the remaining stages of the Sites and Policies Document examination and its eventual adoption. Dates shown for future stages are indicative and may be subject to change.

Date	Stage/action
2014	
September	Meeting of the Council adopted the Core Strategy
October/ November	Public consultation on the Final Draft Sites and Policies Document
2015	
September/ November	Sites and Policies Document published for statutory six week consultation prior to submission to Secretary of State
2016	
March	Sites and Policies Document submitted to Secretary of State
July/ December	Inspector held public hearings to examine the plan
2017	
March	Council received Inspector's letter setting out Proposed Main Modifications to the plan
June 2017	Council's Cabinet to consider additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area for public consultation
July/ August	Council officers to carry out public consultation on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area
October	Inspector to hold further hearing sessions if required and confirm Proposed Main Modifications
Late 2017	Council's Cabinet to consider Proposed Main Modifications for public consultation

2018	
Early 2018	Council officers to carry out public consultation on Proposed Main Modifications for statutory six week period
Spring 2018	Inspector to issue Final Report to the Council
Summer 2018	Council's Cabinet to consider recommendation to full Council to adopt the plan as modified
Summer/ Autumn 2018	Meeting of the full Council to consider adoption of the plan as modified

7. Finance and Procurement Implications

- 7.1 The costs of public consultation on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area will be met by the Planning Policy budget.

8. Legal Implications

- 8.1 The preparation of the Local Plan has complied with the relevant legislation and the Town and Country Planning (Local Planning) (England) Regulations 2012. Once adopted, the Rotherham Sites and Policies Document will form part of the statutory development plan for the Borough and will be used to guide the determination of future planning applications.

9. Human Resource Implications

- 9.1 There are no Human Resource implications arising from this report.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 No direct implications arise from this report.

11. Equalities and Human Rights Implications

- 11.1 An Equalities Impact Assessment has been undertaken during the preparation of the Sites and Policies Document as prescribed by legislation. This assessment has been submitted to the independent examination as part of the Integrated Impact Assessment of the plan.

12. Implications for Partners and Other Directorates

- 12.1 No direct implications arise from this report. However, there may be a requirement for relevant officers in other directorates (such as the Neighbourhoods Team) to assist with the consultation on additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area.

13. Risks and Mitigation

- 13.1 The Council may be open to legal challenge should the Local Plan not be prepared in accordance with the relevant legislation. Legal advice has been sought as necessary to minimise this risk.

14. Accountable Officer(s)

Damien Wilson, Strategic Director, Regeneration & Environment

Approvals Obtained from:

On behalf of the Strategic Director of Finance and Corporate Services:

Jon Baggaley, Finance Manager

On behalf of the Assistant Director of Legal Services:

Ian Gledhill, Principal Officer, Legal Services

On behalf of the Head of Procurement (if appropriate):

Joanne Kirk, Purchase to Pay Manager, Finance and Customer Services

Rotherham local plan

Sites & Policies Document

Additional Housing Sites

**Consultation on proposed additional housing sites at
Wath upon Dearne, Brampton Bierlow and West Melton**

June 2017

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Note

Where references are made in this consultation document to other documents, these are available in the Sites and Policies document examination library on our website at:

<http://www.rotherham.gov.uk/localplanexamination/>

Alternatively hard copies of the examination library are available to view at the Council's main office at Riverside House, Main Street, Rotherham S60 1AE upon request. Requests should be made via the Programme Officer, at:

Email: kerry.trueman@rotherham.gov.uk Telephone: 07582310364

Post: Local Plan Programme Officer, c/o Planning Policy Team, Planning, Regeneration & Culture Services, Environment & Development Services, Rotherham Metropolitan Borough Council, Riverside House, Main Street, Rotherham, S60 1AE

Background

What is the Local Plan?

The Council is preparing a Local Plan for Rotherham which will set out where new development will be located, what uses might be acceptable in different locations, and the planning policies which will be used when deciding planning applications. It covers the period from 2013 to 2028.

The Council adopted the Local Plan Core Strategy on 10 September 2014. This sets out broadly how housing and employment development should be distributed throughout Rotherham's settlements. Following a number of consultation stages, the Council has also prepared an accompanying Sites and Policies document which allocates specific sites for new development to meet the targets set out in the Core Strategy.

The Council submitted its Local Plan Sites and Policies document to the Secretary of State on 24 March 2016 for independent examination. The Council can only adopt the Plan once it has received the Inspector's final report and made any changes to the Plan that this report recommends.

The examination is underway and the Council has received and published the Inspector's letter setting out the Proposed Main Modifications that he considers necessary to make the Sites and Policies document sound. In drawing these up the Inspector has given full regard to the Council's submissions and all the representations made by others relating to the Plan, including contributions made in person at the hearing sessions in 2016.

Why are we consulting again?

At the time of preparing the Publication Sites and Policies document in 2015, the Council's evidence¹ identified that there were sufficient sites with planning permission to meet the identified target of 1,300 homes² for the Wath-upon-Dearne, Brampton Bierlow and West Melton area. However, since then a number of these sites have been fully developed and further monitoring has shown that the number of residential units to be delivered on site is considerably lower than originally anticipated. This is mainly due to the inclusion of a local centre within the Express Parks development that has reduced the number of dwellings proposed from that of the original outline planning permission.

Table 1 shows the status of the housing sites at Wath-upon-Dearne, Brampton Bierlow and West Melton currently included in the Sites and Policies document. Using the most up to-date figures available³ there is an identified shortfall of

¹ Strategic Housing Land Availability Assessment 2015

² See Core Strategy Policy CS1 Delivering Rotherham's Spatial Strategy

³ See table 8 of Housing Land Supply Position Jan 2017

approximately 500 dwellings against the Core Strategy requirement, as shown in Table 2.

Table 1 Status of housing sites currently included in the Sites and Policies document

Proposed housing allocation		Original estimated dwellings	Status as at 1 April 2016
H40	Land To The East Of Cortonwood Business Park	233	Permission granted. Delivery on site reduced following representation. Deliverable units reduced from 233 to 122. Expected to be delivered by 2021/22.
H41	Land To The North Of Westfield Road	94	Site under construction. 8 units remaining. Expected completion in 2016/2017.
H42	Brampton Centre	63	Site under construction. 21 units remaining. Expected completion in 2016/2017.
H43	Highfield Farm	70	Proposed allocation. No planning permission.
H44	Off Orchard Place	14	Proposed allocation. No planning permission.
H45	Manvers Way (Express Parks)	205	Site under construction. 38 units remaining. Expected completion in 2016/2017.
H46	Land Off Denman Road	110	Proposed allocation but not now expected to deliver any units within the plan period; not counted in delivery.
H47	Land North Of Stump Cross Road, Wath-upon-Dearne	21	Site under construction. 6 units remaining. Expected completion in 2016/2017.

Table 2 Meeting the Core Strategy settlement target for the Wath upon Dearne, Brampton Bierlow, West Melton area

A	Core Strategy Target	1,300 homes
B	Less: Completions 2013-2016	376 homes
C	Sub-total (A-B)	924 homes
D	Under construction	146 homes
E	Full planning permission	122 homes
F	Outline planning permission	0 homes
G	Small sites (less than 10) x 70%	45 homes
H	Remaining requirement 2016-2028 (C-(D+E+F+G))	611 homes
I	Site allocations proposed <i>number of dwellings expected to be built within plan period, excluding allocated sites under construction / with permission</i>	84 homes
J	Deficit against remaining requirement (H-I)	-527 homes

How does the Council proposed to meet the shortfall?

In his letter the Inspector has requested that the Council address this shortfall by identifying additional housing sites in the Wath upon Dearne, Brampton Bierlow, West Melton area. This is to ensure that the housing supply figures broadly meet the target for this area set out in the Core Strategy.

This document sets out the changes which the Council propose to make in response to the Inspector's letter. It identifies and provides justification for the additional sites which the Council proposes should be included as residential allocations in the Sites and Policies document. It also provides details of alternative sites considered and the reasons why they are not proposed as residential allocations.

For clarity, **Appendix 1** of this consultation document includes a map which shows the proposed housing sites currently included in the Sites and Policies document, the additional sites which the Council propose should be allocated for housing development and those other sites promoted through the examination process.

The Inspector's letter makes clear that if the additional sites which are being consulted on now are found to be justified and necessary then they would be included in the Proposed Main Modifications to the Plan. These are programmed to be subject to public consultation later in 2017.

Proposed additional housing sites

To address the shortfall of housing land in the Wath-upon-Deerne, Brampton Bierlow, West Melton area, the Council sets out below the potential additional sites it considers will best meet the requirements of the Core Strategy.

The Council proposes the following additional housing sites:

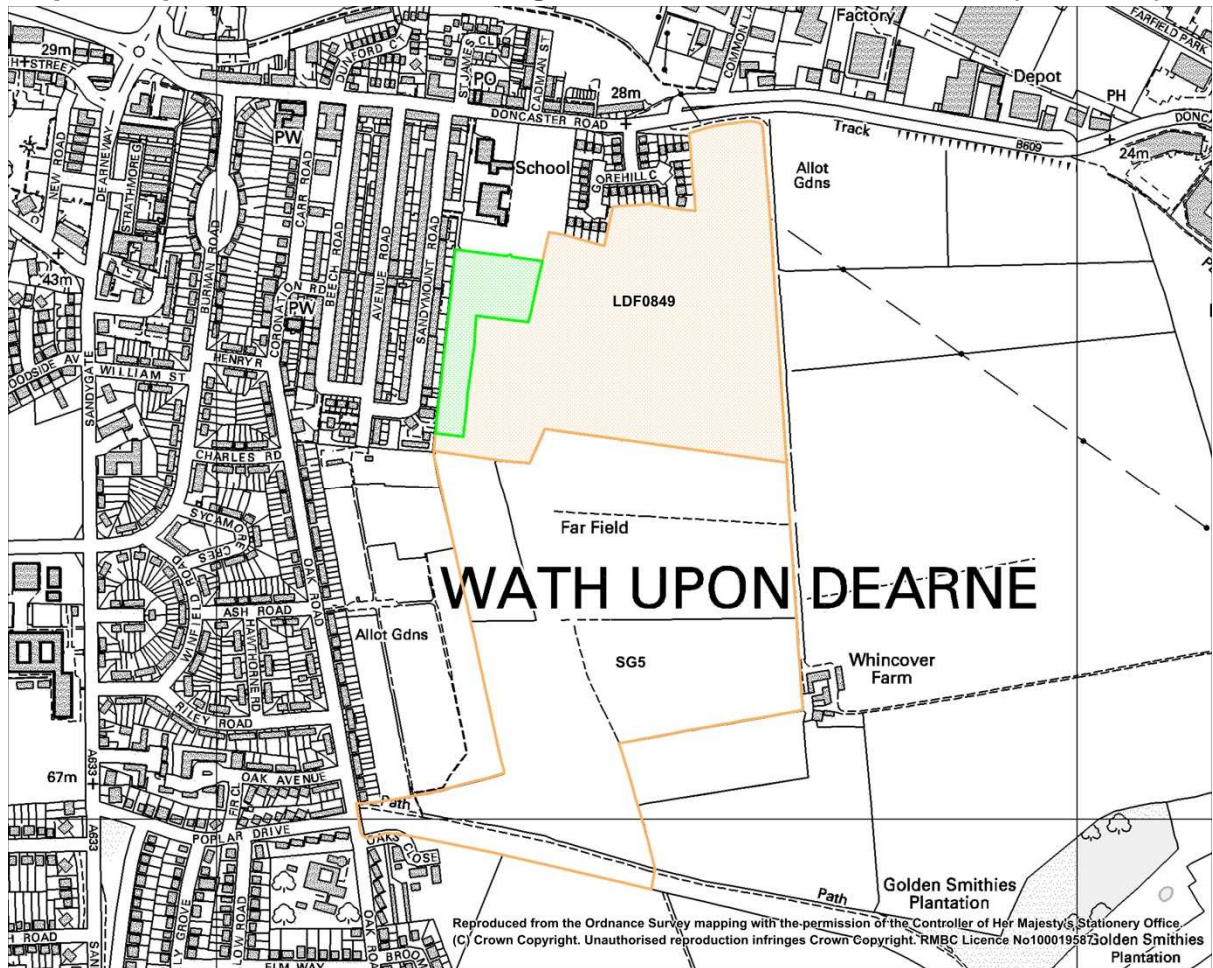
1. New residential allocation: land off Far Field Lane (LDF0849).
This is comprised of the northern part of the site (SG5) currently proposed in the Sites and Policies Document as Safeguarded Land plus the small site LDF0297 to the north, facing on to Doncaster Road, to enable a suitable access into the site to be created. The southern part of the site (remainder of SG5) is to remain as Safeguarded Land⁴, with the allotments to the west retained and allocated as Green Space. It has an estimated capacity of 242 dwellings. See **Map 1**.
2. New residential allocation: land between Pontefract Road and Barnsley Road (LDF0263). This site is currently proposed in the Sites and Policies Document as Green Space. It has an estimated capacity of 328 dwellings. See **Map 2**.




The effect on meeting the settlement target is given in **Table 3**. This shows the current shortfall of 527 dwellings against the Core Strategy target and a revised small surplus of 43 dwellings assuming the above changes are made.

The proposed additional housing sites have strong developer interest, are available, and have been through the full Sustainability Appraisal process (as set out in the Integrated Impact Assessment 2016).

⁴ Safeguarded Land is land removed from the Green Belt which may be required to serve development needs in the longer term. It is not allocated for development at the present time. Development of Safeguarded Land would require a review of the Local Plan and assessment of the land in relation to the need for development at that time.

Map 1 Proposed additional housing site at land off Far Field Lane (LDF0849)



-  Residential Development (9.55ha, estimated 242 dwellings)
-  Safeguarded Land (SG5, 16.01ha)
-  Green Space (1.18ha)

Map 2 Proposed additional housing site at Pontefract Road and Barnsley Road (LDF0263)



Residential Development (11.73ha, estimated 328 dwellings)

Table 3 Effect of additional housing sites on meeting the Core Strategy target

(Wath upon Dearne, Brampton Bierlow and West Melton area)

Less: Existing Commitments as at 31st March 2016							Meeting Core Strategy Settlement Targets					
A. Core Strategy Target	B. Less: Completions 2013-2016	C. Sub-total	D. Under construction	E. Full planning permission	F. Outline planning permission	G. Small sites (less than 10) x 70%	H. Remaining requirement 2016-2028	I. Site allocations proposed*	J. Excess / Deficit against remaining requirement	Core Strategy Target % (from Policy CS1)	K. Total expected to be built in Plan Period (B+D+E+F+G+I)	% of overall Core Strategy Target (14,371)
CURRENT POSITION												
1,300	376	924	146	122	0	45	611	84	-527	9%	773	5.4%
POSITION AFTER PROPOSED CHANGES												
1,300	376	924	146	122	0	45	611	654	43	9%	1,343	9.3%

**number of dwellings expected to be built within plan period, excluding allocated sites under construction / with permission*

Sustainability Appraisal Statement

When preparing a Local Plan the Planning and Compulsory Purchase Act 2004 requires that the Council produce an accompanying Sustainability Appraisal.

Guidance on these documents states that they should also meet the requirements of the Strategic Environment Assessment (SEA) Regulations. The aim is to ensure that plans are doing as much as they can to support the delivery of social, economic and environmental objectives at the same time. To meet this requirement the Council has prepared an Integrated Impact Assessment (IIA) of the Sites and Policies document. This includes:

- Sustainability Appraisal;
- Health Impact Assessment;
- Equalities Impact Assessment; and
- Habitats Regulation Assessment.

A Sustainability Appraisal Statement has been produced to accompany this consultation and is available at: <http://rotherham.limehouse.co.uk/portal/>

How has the Council identified these additional housing sites?

In preparing the Sites and Policies document the Council has carried out a comprehensive survey of the Borough, looking at sites within and on the edge of our towns and larger villages. Over 800 sites have been assessed for development including those suggested by developers and landowners alongside sites already identified from previous studies.

The Council's approach to identifying additional housing sites at Wath-upon-Deerne, Brampton Bierlow and West Melton has included re-consideration of those sites not currently allocated for residential development in the submitted Sites and Policies Document. This has included sites previously considered for alternative uses such as business and industrial activity, Safeguarded Land, and sites proposed to be retained as Green Belt.

The Council has taken account of:

- The availability, suitability and deliverability of alternative housing site options.
- The conclusions of the Sustainability Appraisal regarding alternative housing site options.
- Relevant supporting evidence documents.
- The desire to minimise loss of land from the Green Belt.

Having regard to availability and deliverability of sites, the Council has previously considered sites which are not being actively promoted by other parties through the examination process. The Council has taken the view that this reflects a lack of landowner or developer interest in bringing the sites forward. As such, no additional consideration of these sites has been undertaken, and the conclusions for these sites remain as set out in the Sustainability Appraisal Statement.

The Council has sought to minimise the land proposed to be removed from the Green Belt. In considering alternative housing allocations in this instance, first consideration has been given to sites already proposed to be removed from the Green Belt and allocated as Safeguarded Land. The Council considers that although these sites are not proposed for development in the current Plan period (see footnote 4 on page 5), they represent sites which may be suitable for development. In many cases Safeguarded Land sites have not been selected for allocation now because there are better performing sites available to meet the housing requirements of a settlement. In light of the need to find additional housing sites the council considers that Safeguarded Land is an appropriate first source to consider.

Following Safeguarded Land the Council has then considered alternative site options which are not within the Green Belt and are proposed for allocation for non-residential uses. It has then considered alternative site options which are currently within, and are proposed to remain within, the Green Belt. Core Strategy Policy CS 4 Green Belt recognises the need to review the Green Belt in order to identify and

allocate sites to meet Rotherham's development requirements; however the Council is mindful that the Government attaches great importance to Green Belts and has had regard to Green Belt policy set out in the National Planning Policy Framework.

The Council has reconsidered sites that have been promoted through the independent examination by representors. These representor sites are considered to have landowner and/or developer interest in bringing the site forward for residential development and would be the most likely to be delivered within the Plan period.

The following sections provide details of the identification of and justification for the selection of the two proposed additional housing sites to meet the Core Strategy requirement for this area. In addition, the reasoning as to why other alternative sites, promoted through the independent examination of the Sites and Policies Document, have not been selected is also included.

The result is the selection of two sites which minimise the additional loss of land from the Green Belt, drawing on land which was previously proposed as Safeguarded Land or as Green Space.

Reasoning for proposed additional housing sites

Following this re-assessment process, the Council considers that the sites proposed as part of this consultation are the most appropriate additional sites to meet the housing needs of this area. The justification set out below for each site updates the conclusions for allocation or non-allocation of the relevant LDF sites set out in the Sustainability Appraisal Statement.

The Council has had regard to Core Strategy Policy CS3 Location of New Development which sets out a range of criteria to observe when allocating sites for development. The Council considers that the proposed additional housing sites perform acceptably against the criteria and that there is no indication that the sites should not be identified for development.

Land off Far Field Lane (LDF0849)

The Council considers that the site is a good performing site under the Sustainability Appraisal, given its proximity to the built settlement and existing services of Wath upon Dearne, and being located in a popular residential area. It is now proposed that this site is allocated as a residential development site. The remainder of SG5 to the south would remain as Safeguarded Land.

The Detailed Green Belt Review (2016) noted that the majority of the site's boundaries follow strong physical boundaries. The south eastern corner is the least well defined although hedgerows provide some definition. The site's boundaries could form a reasonably strong new Green Belt boundary. In view of this the Council considers that the northern part of site SG5 could be allocated for residential development and that the site proposed follows sensible field boundaries, for the most part, to create a logical development site.

An area of allotment gardens to the west of LDF0849 is proposed to be allocated as Green Space, rather than as part of the housing site. This recognises the role that these allotments play and reflects the approach adopted for such uses, as evidenced in the Green Space Assessment (February 2017).

The residential allocation would also include an area of land to the north fronting on to Doncaster Road. This site is currently allocated as Green Belt. The Publication Sites and Policies document proposed that it remain as Green Belt due to the site's need as greenspace / recreation, acknowledging that the site is identified as allotment land.

However, this land is not currently in use as allotments, and consists of unmaintained grass land and trees. The earlier assessment also recognised that access may be required to the north and could possibly include a small portion of this site, entering from Far Field Lane into site SG5.

The Council now considers that this allotment land to north is required to ensure that appropriate access can be achieved to the proposed housing site and to promote an attractive entrance into the site ensuring delivery on site in the longer term. This is considered to outweigh the need to retain the site as Green Belt or for potential allotment use. In calculating the residential capacity of the proposed housing site the Council has excluded 0.9 hectares to allow for the potential replacement of allotment land elsewhere within the site and the continuing provision of allotment gardens within the locality.

Given the shortfall in housing land for this area it is essential that the most sustainable sites are selected to meet the requirements of the Core Strategy. The Council considers that this proposed housing site is appropriate to meet the needs of the community in the east of Wath upon Dearne, and mainly uses land already proposed to be removed from the Green Belt in the Sites and Policies Document. Only a small proportion of this site was proposed to be retained as Green Belt.

The Council will draft site development guidelines to provide further detail for potential developers. These will include:

- Consideration should be given to the location of a flood alleviation scheme in this locality as there is a possible overland flood route through this site and known flooding problems immediately downstream (north).
- Careful consideration should be given to accessibility in the Transportation Assessment for the site and also linking the site to the wider community of Wath upon Dearne.

Land between Pontefract Road and Barnsley Road (LDF0263)

This site is an agricultural field currently allocated as Urban Greenspace in the Unitary Development Plan. The Sites and Policies document originally proposed that it remain as Green Space.

The Council considers that it is a good performing site; it is in close proximity to the built settlement, is within a popular residential area and is not Green Belt nor in recreational use.

In reconsidering the site, the Council recognises that it does not perform a typical recreational Green Space function but is farmed agricultural land. Whilst it forms an area of open land that separates the communities of West Melton and Brampton Bierlow, when assessed against alternative site options which include the release of further Green Belt sites, the Council does not consider that its current Green Space allocation should prevent development of the site. A substantial area of land to the south west of the site, which lies between Brampton and West Melton, would remain allocated as Green Space.

Given the shortfall in housing land for this area it is essential that the most sustainable sites are selected to meet the requirements of the Core Strategy and the Council considers that this site is an appropriate site to meet the needs of this community in the west of the area.

The Council will draft site development guidelines to provide further detail for potential developers. These will include:

- Development should be set back from the main road with adequate planting / screening to maintain a visual separation between the settlements of Brampton Bierlow and West Melton.
- This site could be developed as an eco-village and contribute to the Dearne Valley Eco Vision.
- Pylons cross this site and their location will enable the creation of a Green Infrastructure Corridor to be incorporated in any future development proposals.
- A footpath network through the site will be required to maintain access for local communities.

Alternative sites considered but not taken forward

A number of alternative sites are not being actively promoted through the Sites and Policies document examination process. The Council has taken the view that this reflects a lack of landowner or developer interest in bringing the sites forward. No additional consideration of these sites has been undertaken, and the conclusions for these sites remain as set out in the Sustainability Appraisal.

In contrast, a number of sites have continued to be promoted by other parties as part of the examination. **Table 4** summarises why the alternative areas of Safeguarded Land and promoted sites have not been taken forward. The conclusions for these sites also remain as set out in the Sustainability Appraisal.

The Council concludes that the alternative site options:

- Broadly have more site development constraints, or constraints which would require more extensive or complex mitigation, or constraints which may mean that development cannot be achieved, than the proposed additional sites.
- Consist in many cases of smaller sites and that to utilise these sites would require a larger number of sites to be released from the Green Belt. The Council's Detailed Green Belt Review (2016) notes the difficulties of achieving appropriately strong boundaries in relation to a number of these smaller sites.

As such the Council considers that on balance the proposed additional housing sites are the most appropriate to meet the identified housing supply deficit in this settlement grouping. They minimise the additional land which would be removed from the Green Belt, bring forward land which was previously proposed as Safeguarded Land, and include land originally proposed to be retained as Green Space. Re-assessment indicates that allocating these sites for residential use to meet the current housing supply shortfall outweighs the need to retain them for their original proposed allocations.

Table 4 Alternative housing sites considered but not taken forward

Site reference	Estimated housing capacity	Reason for not taking the site forward
SG5 (remainder)	484	<p>The Council has not supported the allocation of the remainder of SG5 for residential use at this time. In totality the site capacity of SG5 is estimated at over 700 homes and would be significantly in excess of the shortfall which the Council needs to address. The area proposed for residential allocation follows sensible field boundaries, for the most part, to create a logical development site. Access is proposed to be from Doncaster Road. Allocating further land from SG5 would be in excess of the requirement to meet the Core Strategy target in policy CS1. Development of the significantly larger site would require more significant constraints to be addressed, including the creation of logical site boundaries and to determine where additional access points could be achieved. The Council is also mindful that the site, if released as a large, single site, would have a longer lead in time for delivery than the identification of smaller sites within the settlement grouping.</p>
SG6	70	<p>This is a relatively small site in close proximity to the Brampton electricity switching station. There is a possible overland flood route through the site. Additional sites in conjunction would be required to meet the deficit in this settlement grouping.</p> <p>The Detailed Green Belt Review (2016) noted that it would be difficult to form a new strong boundary unless the wider strategic parcel was used as a new boundary.</p> <p>After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development as it considers there are more appropriate sites within the settlement grouping that would assist in meeting current housing needs.</p>
SG7	260	<p>This site is in close proximity to the Brampton electricity switching station. The site is proposed as Safeguarded Land, with the IIA submission part 2 (section 4.6 Wath-upon-Deerne, Brampton and</p>

Site reference	Estimated housing capacity	Reason for not taking the site forward
		<p>West Melton) noting in table 4.22 'Rationale for allocated and safeguarded land in Wath-upon-Dearne, Brampton and West Melton': ... being a good performing site under the IIA / SA.</p> <p>There are however a number of site constraints having regard to the electricity switching station, the number of pylons and overhead power cables crossing the site. Public transport accessibility likely to be poor due to no potential link through the site. There is a possible overland flood route through the site and a localised spot in the south-east corner of the site. After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development as it considers there are more appropriate sites within the settlement grouping that would assist in meeting current housing needs.</p>
LDF0259	12	<p>The site is currently Green Belt and re-allocation would result in the loss of a strong component of the village townscape, including distant views through this gap in the built environment. Gaps such as this define West Melton as a village, and attractive, distant views are afforded through this "gap" in the built frontage. The scale of the site is such that it is not sufficiently large enough to be considered for a green belt boundary change. Additional sites in conjunction would be required to meet the deficit in this settlement grouping. After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>
LDF0261	60	<p>The site is currently Green Belt and the IIA submission part 2 (section 4.6 Wath-upon-Dearne, Brampton and West Melton) notes in table 4.22 'Rationale for allocated and safeguarded land in Wath-upon-Dearne, Brampton and West Melton': To be retained as green belt, due to various environmental (biodiversity, landscape / townscape, historic environment, recreation) constraints.</p>

Site reference	Estimated housing capacity	Reason for not taking the site forward
		<p>The site is within 250m of a grade 1 or 2* Listed Building, there is a right of way across the site; potential for negative impact on the landscape and the natural recreational value of Flatts Valley; the site is immediately adjacent to Flatts Valley Local Wildlife site LWS88.</p> <p>This is a reasonably small site and additional sites in conjunction would be required to meet the deficit in this settlement grouping. After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>
LDF0274	15	<p>This is a small site in close proximity to the Brampton electricity switching station. It is currently Green Belt and the Detailed Green Belt Review (2016) noted that it would be difficult to form a new strong Green Belt boundary unless the wider strategic parcel was used as a new boundary. Development of this site would lead to an isolated, incongruous tongue of development that does not relate coherently to the existing settlement form.</p> <p>This is a small site and additional sites in conjunction would be required to meet the deficit in this settlement grouping. After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>
LDF0279	120	<p>This site is currently allocated for employment use. The IIA submission part 2 (section 4.6 Wath-upon-Deerne, Brampton and West Melton) notes in table 4.22 'Rationale for allocated and safeguarded land in Wath-upon-Deerne, Brampton and West Melton': To be retained for employment use due to Yorkshire Water objections in relation to sewage works.</p> <p>There are flood risk issues associated with this site (part of the site is in flood zone 2. It adjoins Brook Dyke which floods frequently and areas of this site have developed wetland vegetation due</p>

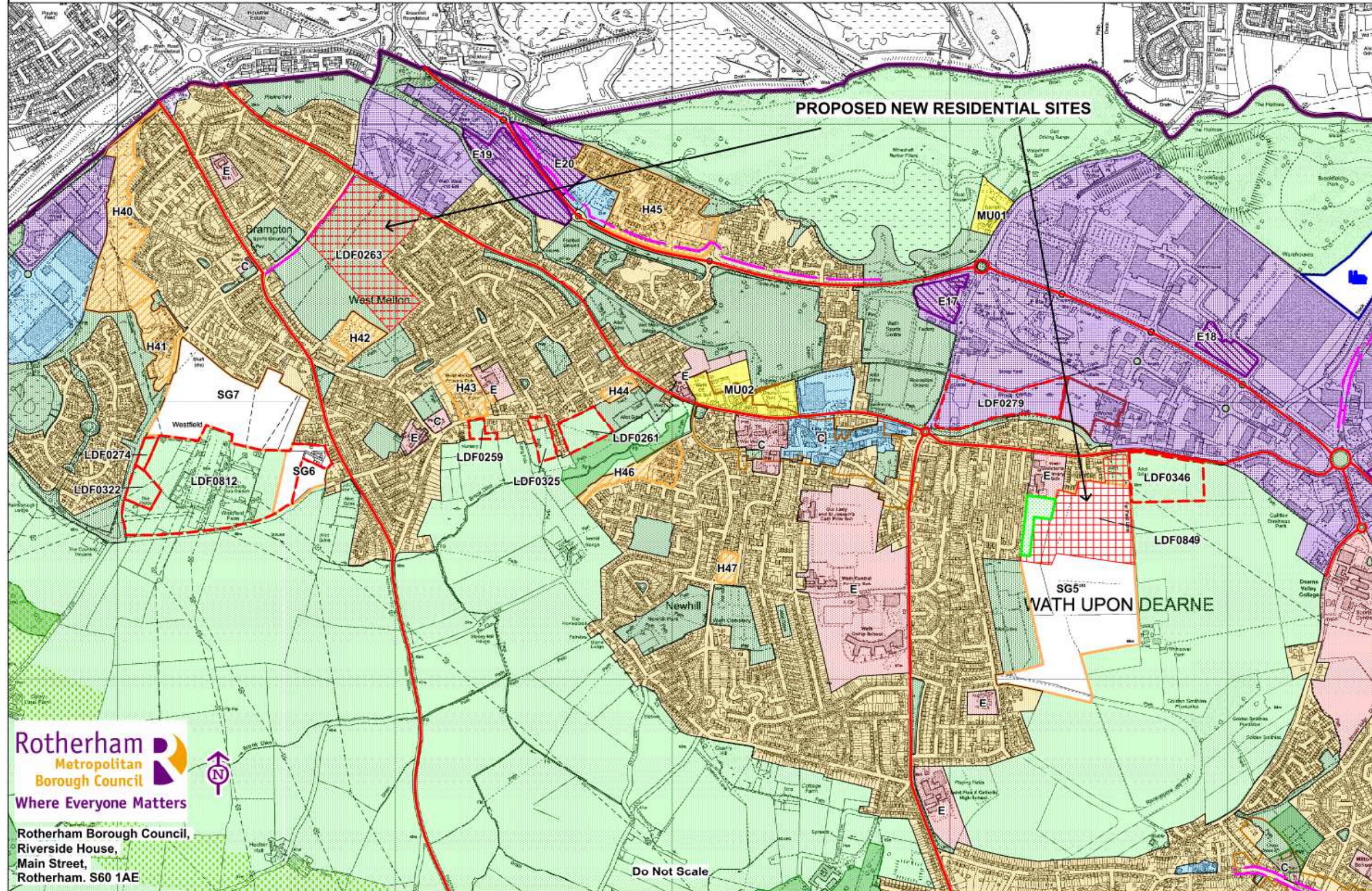
Site reference	Estimated housing capacity	Reason for not taking the site forward
		<p>to prolonged periods under water, and may have biodiversity value; the site is rated red for surface water flooding and any re-development within this area will need to carefully consider drainage attenuation measures). There has been previous developer interest in housing on the site and a change of allocation to residential has been considered. However Yorkshire Water have suggested a 'cordon sanitaire' of 400m around waste water treatment works to ensure that sensitive uses, such as housing, are not detrimentally affected by odours. Given the flooding issues and the fact that the site is within 400m of a sewage works it is proposed that the site remains allocated for business and industrial use, but not identified as a development site.</p> <p>Additional sites in conjunction would be required to meet the housing deficit in this settlement grouping.</p> <p>After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>
LDF0322	38	<p>This is a reasonably small site in close proximity to the Brampton electricity switching station. Development of this site would lead to an isolated, incongruous tongue of development that does not relate coherently to the existing settlement form. The Detailed Green Belt Review (2016) noted that it would be difficult to form a new strong Green Belt boundary unless the wider strategic parcel was used as a new boundary.</p> <p>This is a small site and additional sites in conjunction would be required to meet the deficit in this settlement grouping. After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>

Site reference	Estimated housing capacity	Reason for not taking the site forward
LDF0325	33	<p>The northern part of the site is currently allocated as residential in the Unitary Development Plan, with the remainder allocated as Green Belt. Views into and out of the site are significant and the linear nature of the site means that it would result in an incongruous tongue of development into Flatts Valley. LWS88 Flatts Valley is also adjacent and there is potential for negative impact on the landscape and the natural recreational value of Flatts Valley. Noted archaeological concerns relating to the allocation of this site for future development.</p> <p>The Detailed Green Belt Review (2016) noted that the southern boundary runs across the site and follows no features on the ground. No alternative boundary is considered to exist. If removed from the Green Belt, pressure for further release is likely.</p> <p>The IIA submission part 2 (section 4.6 Wath-upon-Deerne, Brampton and West Melton) notes in table 4.22 'Rationale for allocated and safeguarded land in Wath-upon-Deerne, Brampton and West Melton': To be retained as green belt, due to various environmental (landscape, historic environment) constraints.</p> <p>This is a small site and additional sites in conjunction would be required to meet the deficit in this settlement grouping. After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>
LDF0346	138	<p>This site is allocated as Green Belt. The IIA submission part 2 (section 4.6 Wath-upon-Deerne, Brampton and West Melton) notes in table 4.22 'Rationale for allocated and safeguarded land in Wath-upon-Deerne, Brampton and West Melton': To be retained as green belt, due to various environmental (landscape / townscape, historic environment, agriculture) constraints.</p>

Site reference	Estimated housing capacity	Reason for not taking the site forward
		<p>The site is remote from the existing settlement form, and development would encroach into open countryside which is currently in productive agricultural use. Power lines also dissect the site's south-western corner. The Detailed Green Belt Review (2016) noted that an amendment to the Green Belt boundary here would extend beyond an existing strong boundary and impact upon an essential gap between the settlements of Wath and Swinton. Development here as seen particularly from Doncaster Road to the north would impact obtrusively on the openness of the Green Belt.</p> <p>The Archaeology –Scoping Study (2014) identifies major archaeological objections to allocation. The site is of regional significance.</p> <p>Additional sites in conjunction would be required to meet the housing deficit in this settlement grouping.</p> <p>After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>
LDF0812	Circa 100	<p>The site includes the Brampton electricity switching station. Due to this and the constraints of pylons it is uncertain how much housing could be delivered. This is a significant constraint. The IIA submission part 2 (section 4.6 Wath-upon-Deerne, Brampton and West Melton) notes in table 4.22 'Rationale for allocated and safeguarded land in Wath-upon-Deerne, Brampton and West Melton': To be retained as green belt, due to physical constraints and landscape/townscape considerations.</p> <p>The Detailed Green Belt Review (2016) noted that removal of this site from the Green Belt would</p>

Site reference	Estimated housing capacity	Reason for not taking the site forward
		<p>require removal of land to the north, west and east – i.e. the removal of the whole of the strategic parcel 3 – to avoid creating isolated areas of Green Belt.</p> <p>Additional sites in conjunction would be required to meet the housing deficit in this settlement grouping.</p> <p>After careful consideration of the Sustainability Appraisal / Integrated Impact Assessment and other appropriate documents in its evidence base portfolio, the Council would not support the allocation of this site for residential development.</p>

Rotherham Sites and Policies Document Policies Map, including proposed additional housing allocations and alternative sites assessed (Wath, Brampton & West Melton)



Rotherham
Metropolitan
Borough Council
Where Everyone Matters

Rotherham Borough Council,
Riverside House,
Main Street,
Rotherham. S60 1AE

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Policies Map Key

Housing	Transport	Environment
 New Homes	 Major Road Network	 Green Belt
 Safeguarded Land	 Rail Network	 Area of High Landscape Value
 Residential Use	 Sheffield & South Yorkshire Navigation	 Green Space
Economic Development		
 New Employment	 HS2 Consultation Line published 2013 (route still to be finalised by Government)	 Conservation Areas
 Business Use	 HS2 Consultation Line published 2016 (route still to be finalised by Government)	 Statutorily Protected Sites: Sites of Special Scientific Interest, Scheduled Ancient Monuments
 Industrial and Business Use	 Highway Development Control Lines	 Non Statutorily Protected Sites: Regionally Important Geological Sites, Local Wildlife Sites, Local Nature Reserves, Ancient Woodlands and Scheduled Parks and Gardens
 Mixed Use Area	 Transport Interchange	
 Special Policy Areas	Minerals & Waste Management	
AMP SP18 Advanced Manufacturing Park	 Strategic Waste Management Site	
MC SP19 Maltby Colliery	 Actual & Reserve Strategic Waste Management Sites	
TN SP20 Todwick North	 W/A Actual Waste Management Sites	Refer to Appendix I for inset maps showing primary and secondary shopping frontages for town and district centres
Retail		
 Retail Use:	 W/R Reserve Waste Management Site	
T - Town Centre	 Mineral Infrastructure Sites	Refer to Policy SP36 for Biodiversity Opportunity Area inset map
D - District Centre	 Surface Mineral and Waste Sites	
L - Local Centre	 M/B Surface Mineral Working Brickearth (Clay) (with permission*)	
RP - Retail Park	 M/L Surface Mineral Working Limestone (with permission*)	
 New Retail	 W/M Waste Management - Mineral Waste (with permission*)	
Community Facilities		
 Community Facilities:	 W/C(i) Waste / Controlled (inert waste with permission*)	
L - Leisure	 W/C(ni) Waste / Controlled (non-inert waste with permission*)	
E - Education	 Borough Boundary	
H - Health	Bassingthorpe Farm Strategic Allocation	
C - Civic Buildings	 Strategic Allocation Boundary	Riverside House, Main Street Rotherham. S60 1AE
General		
 Gypsy & Traveller Site		
 Travelling Show People Site		

Summary Sheet

Council Report

Cabinet and Commissioners' Decision Making Meeting – 26 June 2017

Title

Council Plan 2017-2020

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

Yes

Strategic Director Approving Submission of the Report

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Report Author(s)

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Ward(s) Affected

All

Summary

The Corporate Plan for 2016-2017 set out the headline priorities for the Council and has informed wider service planning and performance management down to the levels of individual staff in the course of the year. The refreshed Plan (now named the Council Plan) continues with the same priorities identified as part of the work to create the Corporate Plan, but now covers a three year period and includes a more focused set of indicators.

The 2017-2020 Council Plan is the core document that underpins the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside it sits the corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements (including supporting service business plans) are in place to ensure focus on implementation.

Recommendation

That Cabinet recommend the Council Plan for 2017-2020 to Council for approval.

List of Appendices Included

Appendix A – Council Plan for 2017-2020

Background Papers

RMBC Corporate Improvement Plan, Phase Two Action Plan, June 2016

RMBC Corporate Plan 2016–2017, July 2016

'Views from Rotherham' report, October 2015

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board – 21 June 2017

Council – 12 July 2017

Council Approval Required

Yes

Exempt from the Press and Public

No

Council Plan 2017-2020

1. Recommendation

- 1.1 That Cabinet recommend the Council Plan for 2017-2020 to Council for approval.

2. Background

- 2.1 In May 2015, the Council set out a specific objective to establish a new Corporate Plan and supporting Performance Management Framework. Such documents are critical tools in any local authority in setting out both the direction and priorities of the organisation in supporting the delivery of an overall vision; as well as the means by which these will be identified, implemented and kept under review.
- 2.2 To inform the establishment of this new vision, during the summer of 2015, the Leader of the Council and Commissioners (with support from a range of partner organisations and other leading councillors), met with people across Rotherham to listen to their views on their key priorities for the future of the borough. In total around 1,800 people were engaged through this roadshow process (with the results published in the “Views from Rotherham” report in October 2015).
- 2.3 The feedback from this exercise was used to define a new vision for the Borough. This vision is:

“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.”*

Underpinning the above priorities is a fifth priority, “A modern, efficient Council”.

- 2.4 The Corporate Plan for 2016-2017 set out how the Council would deliver this overall vision and associated priorities. It included 103 performance indicators which have been monitored in quarterly public reports to Cabinet throughout the 2016-2017 year. In February and March 2017 an exercise was carried out to review the success of the Corporate Plan and the monitoring process included in the Performance Management Framework. Following this exercise, the Corporate Plan has been refreshed and the Performance Indicators revisited following interviews with Cabinet members.

- 2.5 The refreshed Plan, now named the Council Plan, is intended to cover a three year period, 2017-2020. The Plan maintains the Council vision and associated priorities that were established for the Corporate Plan, and refines the number of Performance indicators to enable a more focused approach to Performance Management. Although the Council's values and behaviours remain unchanged, the Plan has been updated to include reference to relevant elements of the recently launched Rotherham Plan 2025.

3. Key Issues

- 3.1 Since the publication of the Corporate Plan for 2016-2017 as well as finalisation of Service Plans for the 2017-2018 year, work has been taking place alongside Cabinet Members and performance leads to refine the headline measures to include in a refreshed Council Plan for 2017-2020.
- 3.2 A copy of this revised and refined Council Plan for 2017-2020 is enclosed at Appendix A. It includes a total of 76 measures (reduced from 103 in the Corporate Plan), which form the priority actions under each of four themes of the Council's vision (as set out at paragraph 2.3 above), as well as a fifth, cross-cutting corporate commitment to operate as a modern and efficient Council.
- 3.3 28 measures are also highlighted as particular, headline priorities, informed by discussions with the Leader and Cabinet. The Council Plan does not aim to set out measures for everything the Council does. Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans have been put in place at different levels of the organisation to provide the critical 'golden thread' that ensures everyone is working together to achieve the Council's strategic priorities. Service Plans have been produced to ensure that officers develop a consistent approach which is followed across the Council, and this process will be supported by direct linkages to the Performance and Development Review (PDR) process for Council staff. Where appropriate these supporting plans also address those measures that were included within the original Corporate Plan but are now no longer measured publically.
- 3.4 As the Council has continued its ongoing improvement, it has now moved from a one year plan for 2016-2017, to a three year plan for the 2017-2020 period. The underpinning performance management cycle runs from April to March and 2017-2018 will therefore be the first year for a complete planning and reporting cycle to take place (2016-2017 being an interim year).
- 3.5 Members should note that the Council Plan 2017-2020 reinforces the same values and behaviours as those included in the Corporate Plan. Additionally, the Council Plan reflects the "game changers" included in The Rotherham Plan 2025, which has been published since the last Corporate Plan. These "game changers" set out the big, strategic steps towards change that the partners in the Rotherham Plan will focus on. The "game changers" are:
- Building Stronger Communities
 - Skills and Employment
 - Integrated Health and Social Care

- A place to be proud of
- Town Centre

The detailed indicators included in the plan, along with the Council's priorities, reflect the work that the Council will do in the next three years to focus on these areas.

- 3.6 To ensure that the 2017-2020 Council Plan is effectively performance managed, it is proposed that monthly performance updates will continue to be provided to Cabinet members, Commissioners and the Chief Executive and Strategic Directors. Formal, quarterly performance reports will also continue to be provided to the public Cabinet and Commissioners' Decision Making meeting, where there will be further opportunities for pre-Scrutiny consideration in line with new governance arrangements.
- 3.7 These formal quarterly performance reports are anticipated to be presented to the following Cabinet and Commissioner Decision Making meetings during 2017/18 as follows:
- Quarter 1 Performance Report (performance to end-June 2017) – 11th September 2017
 - Quarter 2 Performance Report (performance to end September 2017) – 13th November 2017
 - Quarter 3 Performance Report (performance to end December 2017) – 19th February 2018
 - Quarter 4 Performance Report (performance to end March 2018) – June 2018 (exact date TBC)
 - Final 2017-2018 Annual Performance Report (validated data) – early Autumn 2018 (exact date TBC)
- 3.8 The quarterly performance reports will continue to include both quantitative and qualitative data, with performance information against the specified measures within the Plan presented alongside wider intelligence such as customer feedback, quality assurance, external regulation and specific case study information. The Performance Dashboards, which were first presented in Quarter 3's monitoring cycle in 2016-2017, will continue to be developed throughout the period. The Performance data will be supported by a broader narrative update to demonstrate what is being achieved and the impacts and outcomes being delivered across the borough.

4. Options considered and recommended proposal

- 4.1 The 2017-2020 Council Plan has been developed in consultation with Cabinet Members as well as officers across the Council's service areas.
- 4.2 It is recommended that the Council Plan for 2017-2020 is sent by Cabinet to Council for approval. Performance Reports will continue to be presented on a quarterly basis to the public Cabinet and Commissioner Decision Making meetings, as outlined above, with continued opportunities under new governance arrangements for pre-decision scrutiny.

5. Consultation

- 5.1 This refreshed Council Plan has been developed from the original Corporate Plan, with the Vision, Priorities and Behaviours being carried forward unchanged. The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015. The priorities flowing from this vision continue to be at the heart of this refreshed Council Plan.
- 5.2 The original Corporate Plan was developed following staff consultation events in early 2016, as well as discussions with the Council's middle ("M3") managers. This refreshed Council Plan has been developed following extensive consultation with Cabinet members to reflect on the successes and development needs of the Corporate Plan and to select the priority indicators for the coming period.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Following approval, it is proposed that the first quarterly Performance Report will be presented to the public Cabinet and Commissioners Decision Making meeting on 11th September 2017. Paragraph 3.7 sets out an outline forward programme of further quarterly performance reports.

7. Financial and Procurement Implications

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

8. Legal Implications

- 8.1 While there is no specific statutory requirement for the Council to have a Performance Management Framework and Council Plan, being clear about the Council's ambitions gives staff, partners, residents and central Government a clear understanding of what it seeks to achieve and how it will prioritise its spending decisions.
- 8.2 An effective and embedded Council Plan is also a key part of the Council's ongoing improvement journey.

9. Human Resources Implications

- 9.1 There are no direct Human Resources (HR) implications as a result of this report, though the contribution HR makes to a fully functioning organisation and dynamic workforce is set out within the Plan (priority 5 – a modern, efficient Council). Continued application of the values and behaviours by all sections of the workforce will be a key role for managers across the organisation, led by the Chief Executive and wider Senior Leadership Team.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The Council Plan has a core focus on the needs of children and young people and vulnerable adults as set out in Priority 1.

11 Equalities and Human Rights Implications

- 11.1 Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board.

12. Implications for Partners and Other Directorates

- 12.1 Partnership working is central to the Council Plan (as outlined in Section 7, from page 14 of the document). The formal partnership structure for Rotherham, the 'Rotherham Together Partnership' (RTP), launched "The Rotherham Plan 2025" in March 2017. The Plan describes how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. The refreshed Council Plan links to The Rotherham Plan by picking up the "Game Changers" described in the latter document and setting out the Performance Indicators that describe how the Council intends to deliver its part of the Plan.

13. Risks and Mitigation

- 13.1 Specific risks will be managed via the monthly and quarterly performance management and reporting arrangements noted within this report. Directorates will also work to ensure that any significant risks are addressed via Directorate and Corporate Risk Registers. An exercise has already been carried out to ensure that there is a clear link between the Council's Service Plans and Directorate Risk Registers.
- 13.2 It should be noted that the Council currently has undefined corporate resources to support performance monitoring management, with such resources currently located primarily across two Directorates (Adult Care and Housing and Children's and Young People's Services). Following the Performance Management Peer Review conducted by the Local Government Association (LGA) in July 2016 a new structure for the Corporate Performance function has been outlined and will be further refined by the new Head of Performance, Intelligence and Improvement who took up her post in May 2017.

14. Accountable Officer(s)

Sharon Kemp, Chief Executive
Shokat Lal, Assistant Chief Executive

Approvals Obtained from:-

	Named Officer	Date
On behalf of Strategic Director of Finance & Customer Services	Graham Saxton	8 th June 2017
Assistant Director of Legal Services	Dermot Pearson	8 th June 2017
Head of Human Resources	Susan Palfreyman	5 th June 2017

Report Authors:

Simon Dennis, Corporate Risk Manager

Leona Marshall, Interim Head of Communications and Marketing

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

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

Council Plan 2017–20



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Foreword by the Leader of the Council

Rotherham Council is entering the next stage of our journey.

In the last two years we have redefined what we stand for, through a clear vision for the organisation and the borough. We've changed how we make decisions, so we're more open and accountable than ever before. We've redesigned how we work with other agencies, to drive forward some of the key changes we want to see. And even as we face unprecedented financial pressures, we're working hard to deliver better services, focussed on the priorities set for us by the public.

We have some of the best performing schools in the region, and we're investing heavily in order to reform our Children's Services and ensure we offer the best support to our most vulnerable children, in order to give them the best start in life.

We are transforming our adult social care, to empower every adult.

We are working alongside communities to keep our neighbourhoods looking their best, and we're cracking down on those who would litter and damage the local environment.

And we're working alongside the private sector and our partners in the Sheffield City Region to create jobs, opportunities and new businesses.

As we move to the next stage with this, our new Council Plan, two themes stand out that will be necessary to deliver our objectives; working closely with our partners - in all sectors - so we can deliver seamless services to residents in the most efficient way; and working more closely with our neighbourhoods so that we're meeting residents' needs more effectively and helping people to live healthier, happier lives in their own communities.

It is a measure of the progress that we've made over the last two years that most decision making powers have now been returned from Commissioners to elected councillors. We will continue to see that journey through, to ensure that government and residents alike can be assured of strong and effective governance into the future.



Cllr Chris Read
Leader of the Council

2

Introduction

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

The majority of the Council's powers have now been returned to the authority, following a series of recommendations made by Commissioners to Government. The Commissioners will retain oversight of the authority up to 2019, even after the transference of all powers back to the Council as it continues on its improvement journey longer-term.

Led by the Council's elected members and senior management team, the authority has redefined what it stands for, what its priorities are, its promise to Rotherham residents and its ambitions for the borough.

This Council Plan sets out how it will deliver against these priorities in 2017-18; to create a Rotherham where young people are supported by their families and community and are protected from harm; where every adult is supported to live independently and enjoy good health and wellbeing; where residents can benefit from well paid jobs, quality housing and transport; and where opportunity is extended to everyone and no one is left behind.



Our Rotherham



110²m

Rotherham is a borough covering **110 square miles**



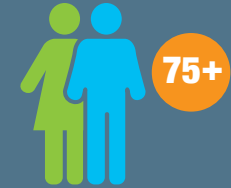
Rotherham's population of **260,800** mostly live in **urban areas**



Rotherham has **50,000 children** aged **0-15** and **27,300 young people** aged **16-24**



The population is ageing, with **64,600 people** aged **over 60**



21,800 are aged over 75 and **5,800** over 85 with an additional **1,000 over 85s** expected by 2021

Rotherham has a diverse community which includes **20,000 people from minority ethnic groups (8.1%)**. The largest communities are **Pakistani/Kashmiri and Slovak/Czech Roma**. It is also made up of many towns, villages and suburbs which form a wide range of geographic communities.

The borough benefits from a vibrant **voluntary and community sector (VCS)**, comprising almost **1,400 organisations** with **3,600 staff** and around **49,000 volunteer roles**.

It is estimated that the paid VCS workforce contributes **£99m to the economy per annum** and that volunteers provide approximately **85,000 hours of time per week**.

Rotherham lost 14,000 jobs between 2007 and 2012, but job numbers have now reached 100,000 - a return to pre-recession levels. There are 6,810 VAT registered businesses in Rotherham, with the figure increasing by over 6% in 2016.



GCSE performance is above the national average, but the **performance of children from Rotherham's poorer families** compares unfavourably with national averages on many educational attainment measures



Performance for children **achieving a good level of development at the early years foundation stage** (up to age 5) **is above the national average**



Rotherham has a wealth of **green space across the borough**, in the form of **country and urban parks, nature reserves, woodlands and playing fields**. Although used well in some areas, others offer an often untapped resource within communities



In the town centre, **recent transformation work was recognised with an award** in the town centre category of the **Great British High Street Awards**

The Council

Rotherham Council is a metropolitan borough council and is responsible for providing a range of services including social care, planning, housing, revenue and benefits support, licensing, business regulation and enforcement, electoral registration, refuse and recycling, leisure, culture, parks and green spaces, economic growth, highways maintenance, education and skills, community safety and public health.

It also has an important role in working with other providers of public services across Rotherham for approximately 260,000 residents and 100,000 people who work in Rotherham (37,000 from outside the borough).

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

The Council has 63 councillors, representing 21 wards inside the Rotherham Borough geographical boundary. The Council is currently led by a Labour Cabinet of eight Members.

Council Cabinet



Councillor
Chris Read

Leader of
Rotherham
Council



Councillor
Gordon Watson

Deputy Leader
Children and Young
People's services



Councillor
Saghir Alam

Corporate
Services and
Budgeting



Councillor
Dominic Beck

Housing



Councillor
Emma Hoddinott

Waste, Roads and
Community Safety



Councillor
Denise Lelliott

Jobs and the
Local Economy



Councillor
David Roche

Adult Social
Care and
Health



Councillor
Taiba Yasseen

Neighbourhood
Working and
Cultural Services

The Council and Commissioners' Decision-making Procedure sets out how Cabinet and Commissioner decisions are made, following the new directions issued by the Secretary of State for Communities and Local Government on 21st March 2017.

For those matters where powers have been returned to the Council decisions are taken in public every four weeks by Cabinet collectively. Other decisions are taken by Commissioners at the same meeting.

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

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

Chief Executive and Strategic Directors



Chief Executive
Sharon Kemp



Assistant
Chief Executive
Shokat Lal



Strategic Director
Finance and
Customer
Services
Judith Badger



Strategic Director
Regeneration and
Environment Services
Damien Wilson



Strategic Director Adult
Care and Housing
Anne Marie Lubanski



Strategic Director
Children and Young
People's Services
Ian Thomas



Director
Public Health
Terrie Roche

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Our Vision and Priorities

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

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

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 focussed relentlessly on the needs of our residents.

To this end we set out four priorities:

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



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

Every child making the best start in life

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

A strong community in a clean safe environment

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

A modern, efficient Council

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

Every adult secure, responsible and empowered

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

Extending opportunity, prosperity and planning for the future

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

Our values and behaviours – One Rotherham

We know that it is important that we work together and have a shared understanding which underpins our approach. The One Rotherham Values demonstrate how we behave with each other, our partners, elected members and customers.



Honest

Open & truthful in everything we say & do

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



Accountable

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

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



Respectful

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

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



Ambitious

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

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



Proud

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

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

6 Delivering our Vision and Priorities

Between 2011 and 2016 The Council has made savings of £138m and reduced its workforce by 1,700 staff. Over the next year the Council will be focusing on reforming its services against the backdrop of making further necessary in-year savings of £24 million, This is set against the additional financial pressures of the National Living Wage; increasing demand for services as a result of a growing population and changing demographics in Rotherham; and the impact of inflation.

The Council's Medium Term Financial Strategy (MTFS) was approved on 8th March 2017 and sets out a three year approach to delivering a balanced and sustainable budget plan, to 2020.

Whilst the Council is becoming smaller in size, it is focused on being bigger in influence. This means a changing role for the Council. Stronger civic leadership, greater collaboration, integration and shared services with other public services. Partnership working is recognised across all services as being essential to the future of the borough; combining knowledge, ideas, expertise and resources to deliver tangible improvements, deliver efficiencies and economies of scale, and strengthen our communities.

A new relationship between must be developed between residents and the Council which builds on individual and community assets to enable people to live more independently, for longer, with the support of their family, social networks and local neighbourhood resources.. At the same time there will be a clearer focus and prioritisation of resource – and in some cases ceasing to do some of what the Council has traditionally done.

Each Directorate has developed its own service business plans to support delivery of Council Plan 2017/20 and the MTFS. A focus on continuous improvement, early intervention, cross-directorate working, implementing good practice and raising standards runs through all these service business plans.



Children & Young People's Services

The Directorate is now in its third year of implementing its Improvement Plan. The Plan has at its heart the Council's vision of being a "child-friendly" borough; where young people are supported by their families and community, are protected from harm, can thrive and go on to lead successful lives.

To support the delivery of this Plan, the Directorate is building a permanent and well-trained workforce that delivers high quality services for children; is working to identify and support families at the earliest opportunity, so that it can improve outcomes and reduce the need for social care intervention down the line; and implementing a consistent approach across the whole service to bring it in line with regional and national standards.

Underpinning this work is a continued commitment to strengthening governance, benchmarking and reporting arrangements to provide the necessary assurance in taking forward improvements and delivering sustainable, more effective children's services.

Adult Social Care and Housing

The Directorate is focused on creating a Rotherham where vulnerable adults, such as those with disabilities and older people and their carers, have the necessary support within their community to live independently for as long as possible.

To achieve this the Directorate is working with health and third sector partners to integrate health and social care services to reduce duplication and provide high quality services that are easy to access. It is also working to improve the quality and choice of housing in Rotherham to enable people to live in high quality accommodation which meets their needs, whether in the social rented, private rented or home ownership sector. It is working to identify and support families at the earliest opportunity, so that it can improve outcomes and reduce the need for social care intervention down the line.

Public Health

The Directorate is working to improve the health and wellbeing of Rotherham residents and reduce health inequalities across the borough.

The Directorate is focused on working with partners to implement the Health and Wellbeing Strategy, as it commissions services to tackle the prevalence of smoking, substance misuse, and obesity. It encourages everyone to be more active and adopt a healthier lifestyle, offering Public Health advice, especially around the prevention of illness and managing contracts with local GPs and community pharmacists for a range of preventative services, including drugs and alcohol management.

It works closely with the Children and Young People's Directorate to ensure we provide an integrated service with children and their families at the centre of all care. And it works alongside Public Health England (PHE) to manage any infectious disease outbreaks, monitoring of vaccination and immunisation uptake and cancer screening programmes.

Regeneration & Environment

The Directorate is working to develop and promote Rotherham as a good place to live and work, which means more jobs, a vibrant cultural sector and good quality green spaces, clean and tidy streets and neighbourhoods that residents are proud to call home.

It is supporting the economic growth and the regeneration of the borough through work with partners to deliver a joined-up culture, sport and tourism offer and adopting the Town Centre Masterplan, alongside work to progress toward the adoption of a new Local Plan.

It continues to work closely with the Local Enterprise Partnership and wider Sheffield City Region colleagues to influence strategic investments and commissioned programmes that best benefit Rotherham. And it is committed to a culture of innovation across services; in its approach to operational processes, use of new technologies and in exploring commercial opportunities, built on a strong performance management framework across the board.

Finance & Customer Services and Assistant Chief Executive's Directorate

These central services Directorates are delivering corporate, finance, legal and customer services focused on ensuring that the Council is a modern, efficient organisation which has the needs of residents at the centre of its decision making.



They are committed to ensuring that the Council has strong governance, is open and transparent and accountable to its residents.

They work to drive the pace of change to a digital first approach, rationalising outdated delivery models whilst ensuring accessibility for all with the development of information sharing, data and enabling customers to connect in different ways.

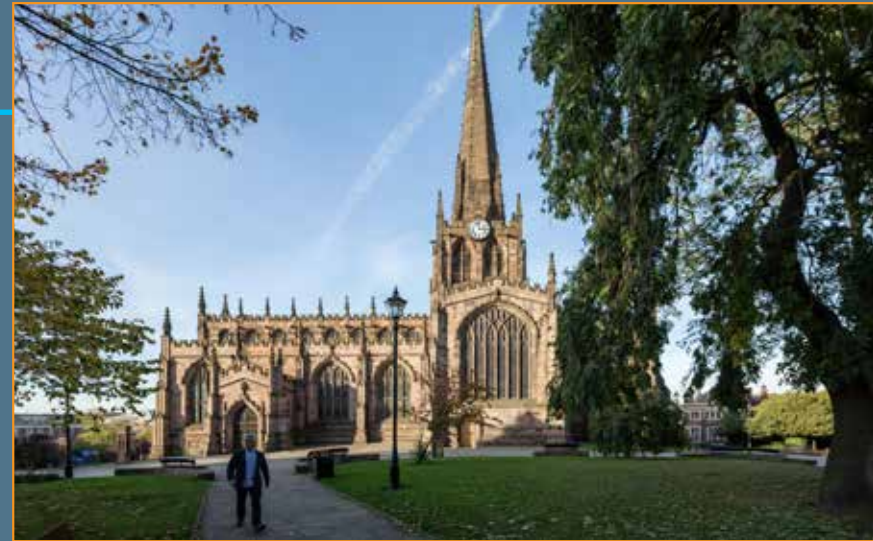
They support residents to understand how and why spending decisions are made and how they can play their part in supporting the Council to save money, such as doing business online, by informing and engaging them through effective communication.

They maintain a transparent approach to managing and reporting finances, ensuring that the organisation stays within its funding limits. And they are focused on building an engaged, supported and well managed workforce with the right skills and a customer focused approach.

7 Working in Partnership

The Council is one of a number of organisations - including major public bodies (such as the police, health agencies, education and the fire and rescue service), local businesses and the voluntary and community sector - working together as the Rotherham Together Partnership to deliver improvements for local people and communities by combining their knowhow and resources.

The Partnership has launched the Rotherham Plan 2025: a new perspective, which sets out a framework for its collective efforts to create a borough that is better for everyone who wants to live, work, invest or visit here. It sets out some of the big projects, or “game changers”, that partners will be focusing on until 2025:



- **Building strong communities** where everyone feels connected and able to actively participate, benefitting them and their communities
- **Raising skills levels and increasing employment** opportunities, removing the barriers to good quality, sustainable employment for local people
- **Integrating health and social care** to deliver joined up services for our residents that are easy to access
- Building on the assets that make Rotherham **a place to be proud of**
- Creating a vibrant **town centre** where people want to visit, shop and socialise

It forms part of a bigger picture which includes a number of partnership boards and less formal bodies that are developing plans and delivering activity in the borough.



Rotherham Together Partnership



Managing our Performance

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

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

In addition to these principles, the Council's performance framework makes use of performance information to challenge its effectiveness and improve services. The framework is structured around a continuous improvement and performance management cycle and provides an overview of the Council's performance management arrangements at every level.

The framework is a key tool in ensuring that all staff and councillors understand how their individual contributions are critical in enabling the entire organisation to deliver effective services, continuous improvement and value for money for the people of Rotherham.

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

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



Our Plans

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

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

The Council operates in a constantly changing environment and will therefore keep the content of these performance measures under review as it reports on performance over the coming year; and will review its measures for the start of the next municipal year.

Finally, in support of the headline performance measures within this Council Plan for 2017/20, Council Directorates and services are responsible for more detailed annual service business plans. These expand on the specific activities taking place to achieve the objectives and outcomes that the Council is seeking to achieve. These service-level business plans will provide further information on other relevant performance information, key risks to delivery, links to corporate policies and priorities etc; and will be required to be similarly kept under review in the year ahead.



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

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

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
1.A1	Early Help - Early Help service to identify and support families at the right time to help prevent social service involvement	Reduction in the number of Children in Need (Priority Measure) (rate per 10K population aged 0-17 - inc. CPP as per DfE definition)	Mel Meggs CYPS	Low	Monthly	336.9
1.A2		Reduction in the number of children subject to a CP plan (Priority Measure) (rate per 10K population aged under 18)	Mel Meggs CYPS	Low	Monthly	60.3
1.A3		Reduction in the number of Looked After Children (Priority Measure) (rate per 10K population aged under 18)	Mel Meggs CYPS	Low	Monthly	85.9
1.A4		Increase the number of families engaging with the Families for Change programme as a percentage of the troubled families target	David McWilliams CYPS	Low	High	100% (633 families by end of March 2018)
1.A5	Children’s Social Care Improvement – Ensure that all Child Protection Plan work is managed robustly and that appropriate decisions and actions are agreed with partner agencies	Reduction in the number of children who are subject to repeat child protection plans (within 24 months)	Mel Meggs CYPS	Low	Monthly	4.0%
1.A6	Child Sexual Exploitation - an increased awareness of CSE and an increase in the number of police prosecutions as a result of joint working	Number of Child Sexual Exploitation (CSE) referrals	Mel Meggs CYPS	Low	Monthly	Not appropriate to set a target
1.A7	Placements - Improve quality of care for Looked after Children	Reduction in the number of disrupted placements (Priority Measure)	Mel Meggs CYPS	Low	Monthly	9.6%
1.A8		Reduction in the proportion of LAC in commissioned placements	Mel Meggs - CYPS	Low	Monthly	39.5%

B. Children and Young people are supported to reach their potential
C. Children, young people and families are enabled to live healthier lives

Ian Thomas, Strategic Director – Children and Young People’s Services
Terri Roche, Director – Public Health

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
1.B1(a)	Sustainable Education and Skills	Proportion of children accessing a good or better school	Karen Borthwick CYPS	High	Termly	In line with or above the national average (Academic Year)
1.B1(b)		Proportion of Early Years settings which are good or better		High	Termly	
1.B2(a)	Sustainable Education and Skills – Reduce the number of school days lost to exclusion	Reduction in the number of exclusions from school which are Fixed term (Secondary school)	Karen Borthwick CYPS	Low	Monthly	2,500 (Academic Year 16/17)
1.B2(b)		Reduction in the number of exclusions from school which are Fixed term (Secondary school)		High	Monthly	280 (Academic Year 16/17)
1.B3	Sustainable Education and Skills – Enable hard to reach young people to achieve their full potential through education employment or training	Reduce the number of young people aged 16-18 who are Not in Education, Employment or Training (NEET)	David McWilliams CYPS	Low	Monthly	3.1 % (Annual Target based upon Nov/ Dec/Jan Ave.)
1.B4(a)	Special Educational Needs and Disabilities (SEND) – Improve personal outcomes for our young people with SEND to enable them to make choices that lead to successful adult lives	Increase the number of Education Health and Care Plans completed in statutory timescales (based on NEW Plans issued cumulative from September 2014)	Karen Borthwick CYPS	High	Monthly	90% by April 2018
1.B4(b)		Increase the number of Statements transferred to Education Health and Care Plans (based on Conversions cumulative from September 2014)		High	Monthly	100%
1.C1	Deliver services for the 0-19 year olds – to support children and families to achieve and maintain healthier lifestyles	Smoking status at time of delivery (women smoking during pregnancy) (Priority Measure)	Jo Abbott Public Health	Low	Quarterly	17.0%

A. Adults are enabled to live healthier lives
B. Every adult secure, responsible and empowered

Terri Roche, Director – Public Health
Anne Marie Lubanski, Strategic Director – Adult Social Care and Housing (Commenced 8th August 2016)

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
2.A1(a)	Implement Health and Wellbeing Strategy to improve the health of people in the borough	Successful completion of drug treatment – a) opiate users (aged 18-75) (Priority Measure)	Jo Abbott Public Health	High	Quarterly	No national target. Local ambition to be within LA
2.A1(b)		Successful completion of drug treatment –b) non-opiate users (aged 18-75) (Priority Measure)	Jo Abbott Public Health	High	Quarterly	As above
2.B1	We must ensure we “make safeguarding personal”	Proportion of Safeguarding Adults at risk who had engaged in determining their outcomes and of those who responded, the proportion who indicated that they felt their outcomes were met.	Sam Newton Adult Social Care & Housing	High	Quarterly	80 %
2.B2		No. of Safeguarding investigations (Section 42 enquiries) completed (Priority measure) per 100,000 population adults (over 18 years)	Sam Newton Adult Social Care & Housing	High	Quarterly	250
2.B3	We must ensure that information, advice and guidance is readily available (e.g. by increasing self-assessment) and there are a wide range of community assets which are accessible	Number of people provided with information and advice at first point of contact (to prevent service need)	Sam Newton Adult Social Care & Housing	High	Quarterly	2750
2.B4	We must improve our approach to personalised services – always putting users and carers at the centre of everything we do	Proportion of Adults receiving long term community support who received a Direct Payment (excludes managed accounts)	Sam Newton Adult Social Care & Housing	High	Quarterly	22 %
2.B5		Number of carers assessments	Sam Newton Adult Social Care & Housing	High	Quarterly	Baseline Year
2.B6	We must focus on maintaining independence through prevention and early intervention (e.g. assistive technology) and enablement and rehabilitation	The proportion of people (65+) still at home 91 days after discharge into rehabilitation (offered the service) (Priority Measure)	Sam Newton Adult Social Care & Housing	High	Quarterly	2.5 %
2.B7		Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support	Sam Newton Adult Social Care & Housing	High	Quarterly	75 %

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
2.B8	We must commission services effectively working in partnership and co-producing with users and carers. We must use our resources effectively	All age numbers of New permanent admissions to residential/ nursing care for adults (Priority measure)	Sam Newton Adult Social Care & Housing	Low	Quarterly	315
2.B9		All age total number of people supported in residential/nursing care for adults (Priority Measure)	Sam Newton Adult Social Care & Housing	Low	Quarterly	1000

A. Communities are strong and help people to feel safe

Damien Wilson, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.A1(a)	Ensure that the Safer Rotherham Partnership is robust and fit for purpose. Develop an effective Community Safety Strategy and Performance Management Framework.	Public perception of ASB (via the 'Your Voice Counts' quarterly survey)	Karen Hanson Regeneration & Environment	Low	Quarterly	5 % decrease on % outturn from 16/17
3.A1(b)		Reduce the number of repeat victims of ASB	Karen Hanson Regeneration & Environment	Low	Quarterly	Baseline Year
3.A2		An increase in the % of positive outcomes over the year, for reported Hate Crime cases	Karen Hanson Regeneration & Environment	High	Quarterly	10% Increase
3.A3		People at risk of Domestic violence, who are given successful support to: i) avoid or manage harm from others ii) Maintaining accomodation iii) Securing accomodation	Karen Hanson Regeneration & Environment	High	Quarterly	Baseline Year

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.A4	Ensure an robust, effective and efficient licensing service	% of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Quarterly	100 % of 1) eligible licence holders that have subscribed to the DBS online update service; 2) drivers that have completed the council's safeguarding awareness course; 3) vehicles that, where required to do so, have had a taxi camera installed 4) drivers that have obtained the BTEC / NVQ qualification.
3.A5(a)	Rotherham residents are satisfied with their local area and borough as a place to live	a) How satisfied or dissatisfied are you with your local area as a place to live	Leona Marshall Assistant Chief Executive's Office	High - very or fairly satisfied	6 monthly	>79 %
3.A5(b)		b) Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live	Leona Marshall Assistant Chief Executive's Office	High - very or fairly satisfied	6 monthly	>69 %
3.A6	Create a rich and diverse cultural offer and thriving Town Centre	Number of engagements with the Council's Culture and Leisure facilities which help adults and children learn something, develop their skills or get a job	Polly Hamilton Regeneration & Environment	High	Quarterly	2017 would be baseline year
3.A7		Customer satisfaction with culture, sport and tourism services	Polly Hamilton Regeneration & Environment	High	Quarterly	2017 would be baseline year
3.A8		Aggregate Pedestrian footfall in the Town Centre	Paul Woodcock Regeneration & Environment	High	Quarterly	>22,000,000

A. Communities are strong and help people to feel safe
B. Streets, public realm and green spaces are clean and well maintained

Damien Wilson, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.A9	Create a rich and diverse cultural offer and thriving Town Centre	Number of visits to the Councils, Culture and Leisure facilities a - Libraries b - Clifton Park Museum, archives and other heritage sites c - Civic Theatre d - Country Parks (Rother Valley, Thyrbergh and Clifton Park) e - Visitor Information Centre f - Events g - Engagement and Outreach Activities h - Leisure Centres i - Other activities delivered by Third Parties (Priority Measure)	Polly Hamilton Regeneration & Environment	High	Quarterly	2017 would be baseline year
3.B1(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Percentage of the principal road network in need of significant repair	Karen Hanson Regeneration & Environment	Low	Annual	To achieve National Average Latest DfT information available is 2015/16 - 3% (4%)
3.B1(b)		% of the non-principal road networks in need of repair	Karen Hanson Regeneration & Environment	Low	Annual	7%
3.B1(c)		% of unclassified roads in need of repair (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Annual	To achieve National Average- Latest DfT information available is 2015/16 - 17% Local target 22% (28%)

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
3.B2(a)	Deliver a cleaner, greener Rotherham to ensure that it is a safe and attractive place to live, work and visit	Effective enforcement action taken where evidence is found a) Fly Tipping (fixed penalty notices and prosecutions) (Priority Measure)	Karen Hanson Regeneration & Environment	High	Monthly	50% increase in prosecutions (37+)
3.B2(b)		Effective enforcement action taken where evidence is found b) Other enviro-crime (fixed penalty notices and prosecutions) (Priority Measure)	Karen Hanson Regeneration & Environment	High	Monthly	5000
3.B3		Total number of customer contacts by service area and overall total. Service areas measured are a) Street Cleansing, b) Grounds Maintenance, c) Litter, d) Waste Management. Contacts measured are: i) Official complaints ii) Compliments received iii) Service Requests	Karen Hanson Regeneration & Environment	Low	Monthly	5% reduction in the number of official contacts
3.B4	Ensure an efficient and effective waste and recycling service	Number of missed bins per 100,000 collections (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Quarterly	60
3.B5		% of waste sent for reuse (recycling and composting) (Priority Measure)	Karen Hanson Regeneration & Environment	Low	Quarterly	45%

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

Damien Wilson, Strategic Director – Regeneration and Environment

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
4.A1	Deliver economic growth (via the Economic Growth Plan, Business Growth Board and Sheffield City Region	Overall number of businesses in the borough	Paul Woodcock Regeneration & Environment	Low	Monthly	7000
4.A2		Increase Number of Business Births/Start Ups per 10,000 Resident Population 16+ years old) (Priority Measure)	Paul Woodcock Regeneration & Environment	High	Annual	55
4.A3		No of new businesses started with help from the Council	Paul Woodcock Regeneration & Environment	High	Annual/ Quarterly	Baseline Year
4.A4		Survival rate of new businesses (3 years)	Paul Woodcock Regeneration & Environment	High	Annual	60%
4.A5		% of vacant floor space in the Town Centre	Paul Woodcock Regeneration & Environment	Low	Quarterly	Baseline Year
4.A6		Number of jobs in the Borough (Priority measure)	Paul Woodcock Regeneration & Environment	High	Annual	1,000 per annum
4.A7		Narrow the gap to the UK average on the rate of the working age population economically active in the borough (Priority Measure)	Paul Woodcock Regeneration & Environment	High	Annual	For 2017/18, reduce the gap from 4.6% to 4.0% (Based on rolling 4 quarter average). Achieve national average over next 5 years, a 0.8% reduction in each year.
4.A8		Number of Planning Applications determined within specified Period: a) Major 13 weeks b) Minor 8 weeks c) Other 8 weeks	Paul Woodcock Regeneration & Environment	High	Annual	a) 95% b) 95% c) 95%

B. People live in high quality accommodation which meets their need, whether in the social rented, private rented or home ownership sector
C. Adults supported to access learning improving their chances of securing or retaining employment

Anne Marie Lubanski, Strategic Director – Adult Social Care and Housing (Commenced 8th August 2016)

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

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
4.B1	Implement the Housing Strategy 2016-2019 to provide high quality accommodation	Number of new homes delivered during the year (Priority Measure)	Tom Bell Adult Social Care and Housing	High	Quarterly	10% more homes than 2016/17 (641)
4.B2		% of stock that is non-decent	Tom Bell Adult Social Care and Housing	Low	Quarterly	0.5%
4B3		% of privately rented properties compliant with Selective Licensing conditions within designated areas (Priority Measure)	Karen Hanson Regeneration & Environment	High	Monthly	95%
4.C1	Improve participation, performance and outcomes of people aged 19+ accessing Council funded and RMBC delivered adult learning provision.	Increase the number of people engaging in adult learning	Karen Borthwick CYPS	High	Monthly	1,950 people
4.C2		Increase the number of learners progressing into further learning, employment and/or volunteering	Karen Borthwick CYPS	High	Monthly	55%

- A. Maximised use of assets and resources and services demonstrate value for money
- B. Effective governance Arrangements and decision making processes in place
- C. Staff listen and are responsive to customers to understand and relate to their needs

Judith Badger, Strategic Director Finance and Customer Services
Shokat Lal, Assistant Chief Executive

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
5.A1	Maximising the local revenues available to fund council services	% Council Tax collected in the current financial year	Graham Saxton Finance and Customer Services	High	Monthly	97 % (Top Quartile Met Authorities)
5.A2		% non-domestic (business) rates collected in the current financial year	Graham Saxton Finance and Customer Services	High	Monthly	98 % (Top Quartile Metropolitan Authorities)
5.B1	The Scrutiny function is effective; engages members and improve outcomes for Rotherham residents and communities	Number of pre-scrutiny recommendations adopted	James McLaughlin Assistant Chief Executive's Directorate	High	Quarterly	80 %
5.C1	Treating customer complaints with respect and dealing with them in an efficient and outcome-focussed way	Total number of complaints received by the Council	Jackie Mould Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable
5.C2		Total number of compliments received by the Council	Jackie Mould Assistant Chief Executive's Directorate	Not applicable	Monthly	No target - not applicable
5.C3		% of complaints closed and within timescale (cumulative)	Jackie Mould Assistant Chief Executive's Directorate	High	Monthly	85 %
5.C4	Resident satisfaction - assessing whether residents feel informed accessing more services online	% of residents who feel that the Council keeps them informed	Leona Marshall Assistant Chief Executive's Directorate	High - very or fairly satisfied	6 monthly	46 %
5.C5	Enable customers to be active and interact with the Council in an efficient way, accessing more services online	% of transactions online	Luke Sayers Finance and Customer Services	High	6 monthly	>36 %

D. Effective members, workforce and organisational culture

Shokat Lal, Assistant Chief Executive

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

Ref. No	Action	Measure	Lead Officer	Good Performance	Frequency of Reporting	2017/18 Target
5.D1	Staff and managers have an opportunity to reflect on performance , agree future objectives and are aware of how they contribute to the overall vision	% PDR completion (Priority Measure)	Sue Palfreyman Assistant Chief Executive’s Directorate	High	Annual	95%
5.D2	Sickness is managed and staff wellbeing supported	Days lost per FTE (Priority Measure)	Sue Palfreyman Assistant Chief Executive’s Directorate	Low	Monthly	10.1
5.D3	Reduced use of interims, temporary and agency staff through effective and efficient recruitment	Reduction in Agency cost (Priority Measure)	Sue Palfreyman Assistant Chief Executive’s Directorate	Low	Monthly	10% reduction
5.D4		Reduction in the amount of CYPs agency social workers (Priority Measure)	Mel Meggs CYPs	Low	Monthly	49
5.D5	Members are able to fulfil their roles as effective community leaders	% members receive a personal development interview leading to a structured learning and development plan	James McLaughlin Assistant Chief Executive’s	High	Annual	95%

Summary Sheet

Council Report

Overview and Scrutiny Management Board – 21 June 2017

Title

Scrutiny Annual Report 2016-17

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

No

Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

Report Author(s)

Janet Spurling, Scrutiny Officer, Assistant Chief Executive's Office

janet.spurling@rotherham.gov.uk 01709 254421

Ward(s) Affected

All

Executive Summary

This report presents the final draft of the Scrutiny Annual Report for 2016-17 for Overview and Scrutiny Management Board members to consider and approve prior to publication for the Council meeting on 12 July 2017. The draft report is attached as Appendix 1.

The scrutiny work programme, as outlined in the annual report, helps to achieve corporate priorities by addressing key policy and performance agendas and the outcomes focus on added value to the work of the Council.

Recommendations

That the Overview and Scrutiny Management Board:

- 1 Receive and approve the draft Annual Report 2016-17 and agree to its publication for the Council Meeting on 12 July 2017, subject to any changes agreed at the meeting.
- 2 Note that membership details for 2017-18 may be subject to change following the Council meeting on the 12 July 2017 and will be reflected in the final published version.

List of Appendices Included

Appendix 1 – Scrutiny Annual Report 2016-17 and Work Programme 2017-18

Background Papers

Minutes of Scrutiny meetings during 2016-17

Scrutiny review reports - progress on recommendations

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Council – 12 July 2017

Council Approval Required

No

Exempt from the Press and Public

No

Scrutiny Annual Report 2016-17

1. Recommendations

That the Overview and Scrutiny Management Board:

- 1.1 Receive and approve the draft Annual Report 2016-17 and agree to its publication for the Council Meeting on 12 July 2017, subject to any changes agreed at the meeting.
- 1.2 Note that membership details for 2017-18 may be subject to change following the Council meeting on the 12 July 2017 and will be reflected in the final published version.

2. Background

- 2.1 The Scrutiny Annual Report provides a retrospective summary of the work undertaken by the Overview and Scrutiny Management Board (OSMB) and the Select Commissions last year. It also offers a look ahead for 2017-18 in terms of future priorities through a headline work programme.
- 2.2 It is a good opportunity to provide information to Members, officers, partner agencies and the general public about the role and work of Scrutiny and to formally thank Scrutiny Members and our co-optees for their contributions.
- 2.3 As in previous years the report has a dedicated section for OSMB and each of the three Select Commissions:- Health, Improving Lives and Improving Places.
- 2.4 The intention is to show tangible outcomes that have been achieved and which may be directly attributable to the work of Scrutiny, illustrating the added value Scrutiny brings to the work of the Council. The draft report is attached as Appendix 1.

3. Key Issues

- 3.1 The scrutiny work programme, as outlined in the annual report, helps to achieve corporate priorities by addressing key policy and performance agendas and the outcomes focus on adding value.
- 3.2 Pre-decision scrutiny added another dimension to the scrutiny function in 2016-17 with recommendations made by OSMB accepted by Cabinet and Commissioners on a range of policy decisions.
- 3.3 The report is a key tool for engaging Members, officers and the general public in the detail of Scrutiny work and hopes to encourage wider involvement in scrutiny, as an important aspect of local democracy and the Council's governance process.
- 3.4 When the report is considered at the Council meeting on the 12 July 2017, there will also be a decision made on potential changes to membership of the Health Select Commission for 2017-18. Therefore the published report will be amended to include any changes that are subject to approval immediately following the Council meeting.

- 3.5 The detail of the work programme for 2017-18 will be developed further by OSMB and the Select Commissions, including determining the approach to scrutinising each item, for example through a review, by a sub-group or a report.

4. Options considered and recommended proposal

- 4.1 This report presents the final draft of the Scrutiny Annual Report for 2016-17 for Overview and Scrutiny Management Board members to consider and approve prior to publication for the Council meeting on 12 July 2017.

5. Consultation

- 5.1 Not applicable for this report.

6. Timetable and Accountability for Implementing this Decision

- 6.1 It is anticipated that once the report has been discussed by the OSMB it will be presented at full Council on 12 July and then published on the Council website.

7. Financial and Procurement Implications

- 7.1 None.

8. Legal Implications

- 8.1 There are no direct legal implications, although the work programme of OSMB and the Select Commissions encompasses statutory duties of the Council.

9. Human Resources Implications

- 9.1 There are no direct human resources implications, but scrutiny of the budget savings proposals by OSMB considered issues relating to workforce changes.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The specific focus of the work of the Improving Lives Select Commission is on services for children and young people and there is also crossover on physical and mental health and wellbeing with Health Select Commission.

- 10.2 Improving Lives scrutinised the annual reports of both the Rotherham Local Children's Safeguarding Board and the Rotherham Safeguarding Adults Board.

- 10.3 OSMB supported Rotherham Youth Cabinet in its work on improving the accessibility of public transport for young people as part of the Children's Commissioner's Takeover Challenge.

11. Equalities and Human Rights Implications

- 11.1 Scrutiny focuses on promoting equality through improving access to services and support for all and ensuring the needs of groups sharing an equality protected characteristic are taken into account.

12. Implications for Partners and Other Directorates

12.1 Last year's work programme included all directorates and a number of partner agencies and this will continue in the coming year.

13. Risks and Mitigation

13.1 None.

14. Accountable Officer(s)

James McLaughlin, Democratic Services Manager

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

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

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Overview and Scrutiny in Rotherham



Annual Report 2016-17 and Work Programme 2017-18

Check, Challenge, Change

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Welcome

Councillor Brian Steele, Chair of Overview and Scrutiny Management Board



Welcome to the 2016-17 Annual Report of Overview and Scrutiny here in Rotherham.

This report presents a summary of the busy work programme undertaken last year by the Overview and Scrutiny Management Board (OSMB) and the three Select Commissions - Health (HSC), Improving Lives (ILSC) and Improving Places (IPSC). It also provides a flavour of joint scrutiny work undertaken with our neighbouring local authorities.

A new dimension has been added to the scrutiny function this year with the introduction of pre-decision scrutiny. This is now fully embedded with OSMB scrutinising a small number of the key decisions going to each Cabinet and Commissioners' Decision Making meeting and adding value, either through making additional recommendations or suggesting alternatives. All the scrutiny recommendations have been accepted and some examples of these are shown on page 7.

Public involvement in scrutiny has always been welcomed and it is positive to have service users coming in to the Town Hall to share their experiences first hand with Scrutiny Members. With many services subject to transformation and development programmes I hope this interaction with the public will be developed further next year, especially going out more into communities.

It is also pleasing to see past reviews which have resulted in positive changes over a longer period. One such example is the previous review of private sector housing by IPSC and their work with regard to Selective Licensing. A recent report has shown that the additional controls and enforcement tools the scheme has provided is already ensuring landlords take more responsibility for their properties and tenants.

Once again working with Rotherham Youth Cabinet was a pleasure when they took over an OSMB meeting to discuss issues regarding young people's access to public transport, providing a constructive challenge to partner agencies. Over the previous three years the young people have focused on mental health and wellbeing and they continue to have a valued role in service development in this area. Recently they worked with officers on a full refresh of the *My Mind Matters* website and provided well-informed feedback to health partners on their policy for transition from children's to adult mental health services.

Finally, I would like to take the opportunity to thank all scrutiny members for their hard work last year and their commitment to undertaking effective scrutiny in Rotherham. I would also like to thank the co-optees (past and present) who have given their time voluntarily to enhance the scrutiny process. As last year, we have benefited from the expertise of the Centre for Public Scrutiny, through the Local Government Association (LGA), and my thanks go to Dianne Thomas for her support throughout the year.

2016-17 has seen new approaches to scrutiny adopted, including the successful inception of pre-decision scrutiny, clearly demonstrating the added value that scrutiny affords the Council and its democratic decision making processes. I fully anticipate that we will consolidate and build on this progress during 2017-18, continuing to achieve positive outcomes through scrutiny by delivering another work programme focused on key policy and performance agendas.

C h e c k , C h a l l e n g e , C h a n g e

Enhancing the scrutiny function

Introduction

In essence, over the last two years, scrutiny in Rotherham has been strengthened significantly. Effective scrutiny is viewed as being central to the improvement plans for the Council and its growing impact is visible both within the organisation and more broadly in the work with our partner agencies.

Longer standing scrutiny members perceive positive changes in the culture of the organisation towards the scrutiny function. There is now more corporate support from senior managers, and access to officers and information have both improved. 2016-17 saw a new Link Officer role established to facilitate links between Directorates and Scrutiny, with each scrutiny committee having at least one Link Officer at Director or Assistant Director level. Cabinet Members are attending scrutiny meetings more often than a few years ago.

Each year the scrutiny work programme is developed and agreed using a prioritisation process to ensure the focus is on the right issues. Core themes running through the work programme since 2015 have been performance management and financial management, for both OSMB and the Select Commissions, to ensure the Council is achieving its priorities and making the progress needed after Government intervention. As the Council has now had many of its decision-making powers restored to Cabinet by the Secretary of State for Communities and Local Government, effective scrutiny remains pivotal to the Council's governance arrangements, ensuring transparency and accountability.

Further work to enhance the scrutiny function by reviewing and reflecting on our approaches and considering alternatives, coupled with support to enable all Scrutiny Members to feel confident in undertaking their scrutiny role, will help to achieve better outcomes for the Borough.

Scrutiny roles

Scrutiny is an important means of engaging Members, Council officers, partner agencies and the public in local democracy by considering major issues that affect the Borough and our communities.

- ◆ Holding to account - As stated above scrutiny is a formal part of the Council's governance processes; providing a "critical friend" to decision makers in ensuring that their decisions reflect the views and priorities of local people and that decisions are implemented properly. The Executive may be held to account by scrutiny reviewing its decisions before they are implemented, known as "call in".
- ◆ Policy development - Our scrutiny committees undertake reviews into areas of concern, consider policies and practices, and look at performance information before making recommendations or suggestions to Cabinet, Commissioners and partners about how policies and services could be improved.
- ◆ Pre-decision scrutiny - One of the successful new approaches to scrutiny introduced in 2016 has been OSMB using the Forward Plan of Key Decisions to select a small number of key decisions to scrutinise in advance of them going to the Cabinet and Commissioners Decision Making meetings. Further details of some of the policies chosen and additional recommendations made by OSMB are on page 7.

Cllr Cowles commented about OSMB: *"Currently scrutiny is the most interesting committee to be a member of. Split into pre-scrutiny and scrutiny, as opposition we are allowed to select items for scrutiny and with care we can bring some of our own agenda to the group. It is a group that is very much non-political, that aspect is reserved for the council chamber; it works together in the best interests of the people of Rotherham."*

Approaches to scrutiny

Building on last year when new ways of working with each Select Commission were introduced, a variety of approaches have featured in the Scrutiny work programme as Members looked to find the most effective approach depending on the issue they were scrutinising. For example:

- ◆ Task and finish groups - such as the emergency planning group from IPSC
- ◆ Spotlight reviews - HSC held a short one-off session to look at future delivery of older people's housing
- ◆ Visits to other local authorities to learn from good practice
- ◆ Members accompanied officers on visits to the schools in the mental health pilot
- ◆ Visits to service providers
- ◆ Focused single item meetings

C h e c k , C h a l l e n g e , C h a n g e

Enhancing the scrutiny function

- ◆ Full in-depth reviews incorporating visits and multiple sources of evidence
- ◆ Teleconferencing
- ◆ Hearing directly from service users - ILSC
- ◆ Reports or presentations to full meetings - with a large number of newly elected members this helped to build core knowledge, especially around large and complex agendas

Sub-regional scrutiny

This year has seen the growth of more sub-regional scrutiny, with RMBC scrutiny members working together with their counterparts from neighbouring local authorities. This is likely to feature increasingly in the future with the devolution agenda and greater collaboration between local authorities and partner organisations. It is important for Rotherham to be represented on these new bodies to ensure our priorities and concerns are taken into account. Current examples include:

- ◆ Sheffield City Region Combined Authority Overview and Scrutiny Committee - the Chair of OSMB regularly attends the joint scrutiny committee. The work programme has not commenced but the committee has agreed the principles for how it will undertake its scrutiny role.
- ◆ Joint Health Overview and Scrutiny Committee for the Commissioners Working Together Programme - scrutinising NHS service reconfiguration proposals
- ◆ Police and Crime Panel

Development programme

Running in tandem with the scrutiny work programme has been a comprehensive Member induction and development programme, as 26 Members of the Council were newly elected in 2016-17. The programme has focused on honing scrutiny skills through five bespoke learning and development sessions for scrutiny members, also opened up to longer standing Members as refresher sessions.

- ◆ Understanding overview and scrutiny
- ◆ Scrutiny questioning skills
- ◆ Scrutinising external organisations
- ◆ Understanding performance information (tailored sessions for each scrutiny committee)
- ◆ Effective challenge with regard to children's safeguarding

All members of Cabinet, plus the Chairs and Vice Chairs of Scrutiny, Audit, Planning and Licensing were offered LGA peer mentors, with the majority taking up this opportunity.

"The LGA mentors have been impressed by the commitment of the Rotherham councillors they have been working with to tackle the challenges facing the Council and to strive to turn things round." (Commissioners' letter)

Next steps

After a number of reflective sessions with Members and officers the following areas will be considered in order to build on the positive achievements in 2016-17:

- ◆ continuing to develop the Forward Plan with more detail to facilitate pre-decision scrutiny
- ◆ reviewing and redefining the Link Officer role
- ◆ reflecting on and refining pre-decision scrutiny, for example having core information available sooner to facilitate earlier discussion, creating more time to make changes or to consult
- ◆ developing a new approach to budget scrutiny now the Medium Term Financial Strategy is in place
- ◆ encouraging more public involvement in scrutiny, directly and on-line

Cllr Cusworth, one of the new Elected Members in 2016 reflected:

"My first year on scrutiny has proved to be thoroughly enjoyable, challenging and rewarding. It has allowed me to increase my knowledge in certain subject matters, develop questioning skills and suggest recommendations as part of a team. The training provided has been invaluable and I have particularly enjoyed the subgroups and reviews as they have encouraged looking at best practice in other authorities, digging down beneath performance data and achieving a deeper understanding of how scrutiny can influence, support and hold to account services provided by the Council as well as our partners."

C h e c k , C h a l l e n g e , C h a n g e

Getting Involved

Scrutiny Services constantly look at ways to raise public awareness of scrutiny work and to encourage more people to become involved and give their views. Information about the scrutiny process and getting involved is on our webpages at www.rotherham.gov.uk/scrutiny. This includes a “have your say” form to let us know if you would like to submit evidence for a review, make a suggestion or raise a query about scrutiny. We hope this will encourage people to communicate with us on-line and contribute to scrutiny.

Broad themes for the 2017-18 scrutiny work programme are on page 22, providing a flavour of the work coming up. All scrutiny meetings take place in public and include a dedicated slot for members of the public to ask questions or raise issues of concern or interest. We are also happy to receive suggestions for future issues or topics for review.

You can find out more about the range of different issues looked at in previous reviews on our website. Two recent examples are waste management/fly tipping and children's mental health services. The responses from Commissioners and Cabinet, plus partners where applicable, to the recommendations made by the scrutiny committees are also available. The next section in this report highlights where scrutiny has successfully had a positive impact.

Once the work programmes have been confirmed we will regularly update the webpages about the work underway and forthcoming work and welcome your involvement.

You can email: scrutiny.works@rotherham.gov.uk or telephone 01709 822776

Alternatively you can write to us:-

Scrutiny Services
Rotherham MBC
Town Hall, The Crofts
Moorgate Street,
Rotherham S60 2TH

Public engagement during 2016-17

- ◆ ILSC valued hearing directly from local people about their experiences of using Early Help and Special Educational Needs and Disability services. Chair Cllr Clark enthused: *“Meeting with service users opens up a different level of scrutiny and helps to see the end results.”*
- ◆ On HSC the co-optees frequently identify where improvements could be made in communicating effectively with patients or service users. Follow up discussions between Speak Up and the Clinical Commissioning Group on the access to GPs workstream resulted from one HSC meeting.
- ◆ RotherFed regularly update IPSC on tenant involvement and also undertook a specific tenant scrutiny review focusing on engagement with young people. A young tenant and a representative from Rush House were involved in presenting the findings of the review to the commission.

Select Commissions have continued to welcome members of the public to their meetings as observers and co-opted committee members. Scrutiny Members appreciated their input in reviews and discussions and would like to extend thanks to the co-optees that have served on the Commissions in 2016-17.

Health

Victoria Farnsworth and Robert Parkin, Speakup

Improving Lives

Joanna Jones, Voluntary Sector

Mark Smith, Children and Young People's Voluntary Sector Consortium

Improving Places

Patrick Cahill and Lilian Shears, RotherFed

Brian Walker, Individual

C h e c k , C h a l l e n g e , C h a n g e

Outcomes from Scrutiny

Pre-decision Scrutiny

Although this has only been in place since July 2016, the timescale for seeing positive outcomes is swift as any recommendations made by OSMB are usually for papers at the following Cabinet and Commissioners' decision making meeting. The Board made successful recommendations with regard to a number of policy decisions during the year, as shown below. In addition, OSMB has requested various follow up reports in 2017-18 (either to OSMB or the relevant Select Commission) to monitor progress on policy implementation, or to scrutinise the actual impact of policy changes for local people. These include the Financial Inclusion Plan for Rotherham Council Tenants; new model of Neighbourhood Working; Regional Adoption Agency; Learning Disability Offer; and Budget Consultation Process 2018-19.

Day Care and Transport charges

- ◆ An update report on access to and usage of Day Care for the Cabinet and Commissioners' meeting in July 2017, to monitor the impact of the first increase in charges prior to the proposed further increase in October 2017.

Corporate Safeguarding Policy

- ◆ Political groups of the Council were instructed to mandate their members to undertake relevant training on safeguarding matters.

Outcome of the consultation on the proposal for a planned closure of 'Silverwood' and 'Cherry Tree House' Children's Residential Care Homes

- ◆ Service proposals to include provision for emergency placements for vulnerable children and young people, including the provision of 'crash pads'.
- ◆ To carry out a service review to ensure that, appropriate to their individual care needs, vulnerable children and young people have foster placements within the borough or no more than twenty miles from the borough area boundary.

Outcome of consultation on proposed Foster Carers Payments Scheme, Support and Development

- ◆ Monitoring the recruitment of additional foster carers, to ensure targets are being achieved.
- ◆ To explore the possible use of a Council Tax reduction or discount as an additional benefit for foster carers registered with this Council.
- ◆ To examine whether the proposed payment of fees and allowances to individual foster carers may have a detrimental impact upon their receipt of other state benefits.

Capital Programme - Operational Property Investment Programme 2016/17 to 2020/21

- ◆ Further detail in the Asset Strategy on the ongoing maintenance schedule for land and buildings owned by the Council.

Review of Neighbourhood Working

- ◆ Training to be arranged and delivered for Ward Councillors on developing Ward Plans.
- ◆ Development of an overall strategy for Neighbourhood Working.

Review of Petitions Scheme

- ◆ Petitions with 600 signatures will be referred to OSMB for review or investigation with lead petitioners given 15 minutes to present the petition to the meeting.
- ◆ Where appropriate petitions will be logged corporately as complaints.

Asset Management Policy and Strategy

- ◆ Follow up report to OSMB showing the linkages between the asset management strategy and policy and the Medium Term Financial Strategy.

Relocation of Intermediate Care provision at Netherfield Court

- ◆ Relevant staff trained to the required standard before implementation and a full skills audit undertaken.
- ◆ Future service change proposals be subject to consultation with professional bodies, the local Healthwatch and client users.

C h e c k , C h a l l e n g e , C h a n g e

Outcomes from Scrutiny

Scrutiny

Children's Commissioner's Takeover Challenge 2016

As a result of the takeover challenge, Rotherham Youth Cabinet (RYC) worked with Public Health to devise a question for the Invitation to Tender for the new 0-19 health services contract: *"How will you raise the profile, increase the awareness and accessibility, and ensure effective two-way communication between young people and the school nursing service?"* They then scored the responses from the prospective providers in a workshop session with Public Health, following an explanation on the tendering and moderation process. The young people were positive about the experience and gained an insight into how services are commissioned.

Access to GPs

Rotherham Clinical Commissioning Group (CCG) integrated the recommendations from a detailed scrutiny review within its Interim GP strategy/Rotherham response to *GP Forward View*. One outcome is that the CCG reviews medical capacity in the GP practices surrounding an area where new housing developments are proposed at an earlier stage, to ensure increased demand can be met. For example at the Waverley development, subject to planning, building a new health centre is due to commence in September, but in the interim an improvement project has been instigated at Treeton Medical Centre to increase capacity. It was also recommended that GPs should adopt a more flexible approach to appointments and one recent pilot initiative has been three GP "hubs" opening on Saturdays for routine appointments.

Waste Management

Following a recommendation from IPSC, a partnership has been established between FCC Environment (Household Waste Recycling Operator), Advantage Waste Brokers and the social enterprise Refurnish to deliver a re-use project. Under this scheme people can donate their old bicycles and small domestic electrical appliances to be used again. Other recommendations made by the task and finish group are being incorporated in the service development plans of the Regeneration and Environment Directorate.

Child and Adolescent Mental Health Services (CAMHS)

This joint review by HSC and ILSC focused on identifying barriers that impact on access to CAMHS from Rotherham Doncaster and South Humber NHS Trust (RDaSH). Members had recommended that RDaSH prioritise the roll out of locality working to schools and community settings; and that training with partners/schools should focus on improving the quality of referrals to reduce delays. Work last year encompassed refreshing the guidance for referring C&YP to the appropriate service; training sessions, including for Early Help staff, school nurses and Special Educational Needs Coordinators; and distributing information packs to schools, with referral information and details of the support that schools would receive from their respective locality workers. Closer working between RDaSH CAMHS and Early Help Services has reduced the number of referrals being inappropriately signposted between the services.

Housing Allocations Policy Amendment

A programme of pre-tenancy workshops for prospective council housing new tenants with either no prior experience of managing a tenancy, or who have had a failed tenancy, should improve tenancy sustainment levels, particularly for vulnerable young people. These workshops will be developed with the help of young people, RotherFed and Members of IPSC and reflect the links between the Tenant Involvement Strategy and work by RotherFed to engage young tenants. In addition to their input in developing the workshops Scrutiny Members will also be involved in reporting on their effectiveness.

Adult Safeguarding Annual Report

As a result of considering the annual report, ILSC requested that Cllr Clark write to the Chief Executive to ask that she ensures that performance and audit information continues to be provided to the Adult Safeguarding Board on a timely and consistent basis. The Chief Executive outlined what action had been taken in response to this request and committed to updating the Commission should there be further cause for concern in the future.

"The whole process promotes openness and transparency, but really it's all about asking the 'right' questions about the 'right' things. When we do this, I think we make people think." Cllr Albiston

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Overview and Scrutiny Management Board

OSMB's remit is as follows:

- Leading on pre-decision scrutiny
- Monitoring the Council's budget, medium term financial strategy and achievement of efficiencies
- Designated Crime and Disorder Committee
- Scrutinising the annual budget setting process
- Monitoring and holding to account the performance of service delivery
- Call-in and Councillor Call for Action
- Assigning overview and scrutiny work as appropriate to the Select Commissions

Budget and Medium Term Financial Strategy 2015-16 - 2019-2020 (MTFS)

With the continuing financial challenges facing the Council, the work of OSMB had a strong focus on the continuing development of the MTFS and the budget proposals for the coming year, in addition to requesting regular reports to monitor financial performance in year. The Board noted that the outline MTFS approved in March 2016 had been updated to include the period to 2020 and to reflect changes in the design of the local government finance system. It also incorporated additional known budget pressures in order to identify an updated funding gap of around £42m to 2019/20 (£24m in 2017-18), that would need to be addressed.

A number of projects were reviewing areas across the council to seek value for money, not only efficiencies through cross-cutting projects and procurement, but analysing how the Council could generate further income without having to make additional savings. Members sought assurances in respect of monitoring commissioned services and savings achieved through that approach. They also enquired how services would be reshaped and delivered and it was confirmed that all options would be examined and that the digital agenda required further development.

In the autumn OSMB closely scrutinised the savings proposals for 2017-18, which had been developed in accordance with clear budget principles. They also considered the proposed strategic framework for 2018-19 onwards that would make sure individual savings proposals, or those proposed for each directorate, would not be considered in isolation, but rather with regard to alignment to the Corporate Plan and MTFS.

Members questioned Executive Members and senior managers in depth, seeking clarification on various issues, particularly with regard to what were statutory/non-statutory services, and requesting further details on specific proposals. One of their main areas of concern related to the review and redesign of Housing Related Support Contracts as this included some very vulnerable people. The aim was to co-produce a new service offer with existing service providers, users of all services and stakeholders.

The review of Transport Assistance Policies and Usage in CYPS also prompted detailed probing from the Board. This seeks to reduce reliance on costly transport provision which currently fosters dependency, to a model which promotes independence and offers a quality of service which safeguards children and young people to the standards expected. The CYPS business support review and plans to review commissioned services which support children and young people were discussed at length.

OSMB identified a number of areas for further work, either by officers or the Scrutiny Committees:

- ◆ an evaluation of the service proposals in the Revenues, Benefits and Payments service was asked for after six months to ascertain how this was affecting the most vulnerable
- ◆ a detailed follow up report on the review of Housing Related Support Contracts was discussed at a later meeting, showing how it was intended to consult with user groups and who the budget proposal would affect, with a further update on the review requested in six months
- ◆ take up of the pest control service should be monitored following the increase to charges
- ◆ OSMB to receive a report in six months on the newly formed Rotherham Construction Partnership
- ◆ HSC to monitor the review of Adult Social Care community packages

OSMB accepted the revenue budget savings proposals and agreed they be referred to the Cabinet and Commissioners for further consideration. Feedback from scrutiny, together with the outcomes of public consultation, informed the final decisions for the 2017-18 budget agreed by Full Council in March 2017.

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Overview and Scrutiny Management Board

Children's Commissioner's Takeover Challenge 2017

"The day was a fantastic opportunity to gain an insight into how a formal meeting in the Council Chamber is carried out. It was empowering to know that so many Elected Members were passionate about helping us achieve our aims, which I think is extremely important."
(Tom Jackson, RYC)

In this national scheme children and young people take over an organisation or a meeting and assume management or leadership roles. OSMB once again showed its commitment to this initiative by supporting RYC in a spotlight session in February. The young people undertook their own planning and preparation beforehand, supported by two OSMB members and the scrutiny team.

RYC decided on public transport as the theme as it was one of the five priorities in their manifesto. They launched their report "Get in Gear: Accessibility of Public Transport for Young People" in October 2016, triggering an approach from South Yorkshire Passenger Transport Executive (SYPTe) about forming a new South Yorkshire Youth Transport User Group. The young people used the takeover challenge to explore how the recommendations in their report might be progressed, leading an in-depth question and answer session, involving the Cabinet Member, SYPTe and representatives from local bus, tram and rail operators.

As a number of the questions related to subsidised/free travel one immediate outcome was a firm commitment to hold a session for the Youth User Group on how budgets were decided at the SYPTe, how young people could influence them and how to improve advertising and promotion of the offer. Transport operators highlighted areas where ideas and input from RYC would be welcome, including at training sessions and with advertising and promoting tickets and timetable changes.

In May 2017 SYPTe announced the introduction of a new South Yorkshire-wide 16-18 travel pass available to all young people in that age group. The new passes last two years and may be used during the August school holidays. This is a great outcome for RYC as these issues featured in their recommendations.

Clr Mallinder praised the young people: *"I think it was a very professional performance. It makes you feel that the future is in good hands."*

Implementation of the Regional Adoption Agency (RAA)

The Government views regionalising adoption as a key strategy to meet its aims of adoption reform, with all councils required to become part of a RAA. This is intended to speed up the process for children by ensuring authorities pool their resources for assessing prospective adopters and matching children to placements.

A paper outlining proposals for the RAA was referred directly to OSMB by Commissioner Bradwell in September 2016 for pre-decision scrutiny. This report recommended that RMBC build on the existing regional consortium framework to explore the potential to establish a RAA for South Yorkshire, comprising the four South Yorkshire local authorities and Doncaster Children's Services Trust (DCST). The preferred option was the favoured approach across South Yorkshire by consensus, as it would have the least impact on employees and had the least negative impact on Rotherham and the other local authorities.

Members raised concerns in respect of the proposal for the DCST to be the host body given the historical failings of Children's Services in Doncaster. They also questioned whether having both DCST and DMBC on the management board could mean they would be able to exert undue influence over future service delivery models. Assurance was given that children in Rotherham would be central to the process of developing the RAA and that any aspects of the project that were identified as a potential risk to positive outcomes for those children would be strenuously opposed.

Whilst broadly supportive of the direction of travel outlined, OSMB expressed further concerns regarding governance of the RAA and recommended that robust terms of reference and appropriate arrangements for Member oversight were necessary prior to any decision regarding implementation. Following this recommendation Commissioner Bradwell agreed that Improving Lives would receive a further report on the proposed implementation once the full business case had been developed.

For other examples and outcomes of pre-decision scrutiny - see page 7.

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Overview and Scrutiny Management Board

Revenue Budget Monitoring - CYPS

The main financial pressures in CYPS continued to be the budgets for Looked After Children (LAC) and staffing, and also the High Needs block in the Dedicated Needs Grant. The current LAC budget would support approximately 400 placements but there were 488 as at 31 December 2016. The pressure on the staffing budget was due to the need to engage agency social workers and team managers with the experience to reverse poor performance, fill vacancies and reduce average caseloads. Members probed more deeply into these issues and the underlying causes. They requested and then scrutinised a further report on the profile of LAC and those coming through the care system, plus a breakdown relating to placements. It was agreed ILSC would continue to monitor progress for LAC and to receive progress updates on the feasibility study and performance in due course.

At the February meeting OSMB considered the Looked After Children and Care Leavers Sufficiency Strategy 2017-2021. This sets out how Rotherham Children's Services will fulfil its role as a Corporate Parent and meet its statutory sufficiency duty by providing good quality care, effective parenting and support to children and young people in and leaving our care. This paper was also considered by ILSC who requested a follow up report in six months providing information on the budget monitoring for this service.

Revenue Budget Monitoring - Adult Social Care

Increased demand for services mainly in respect of direct payments, domiciliary care and residential care across all client groups was the primary source of budget pressures. Clarification was sought on several areas and Members then scheduled follow up reports specifically on Older People and on Physical and Sensory Disability for more in-depth scrutiny.

Our wider work

Safer Rotherham Partnership (SRP)

Members listened to a presentation outlining the six SRP priority areas and asked questions on the statistics regarding offences and about public perceptions of crime and safety. The retention of PCSO numbers in Rotherham was welcomed but Members reiterated their previous concerns about the 101 non-emergency service. Poor performance was acknowledged and a strategic plan and staff training had been put in place to address this. The SRP was asked for ward-based statistics in future reports and for an update on 101 Non-Emergency Services, child sexual exploitation, domestic violence and so called honour based marriage, addressing some of the issues on data and referrals discussed in the meeting.

Employee Pulse Survey and Other Employee Feedback

Summarised findings from the Pulse survey and focus groups and subsequent staff briefing sessions were presented to the Board. Members noted management actions taken to address the themes and ideas raised by employees and that there would be a full Employee Opinion Survey in 2017. OSMB suggested some amendments to the action plans, including more specific timescales, and also suggested adopting more of a strength and asset based approach with staff.

Corporate Plan 2016-17 Performance Reports

The Corporate Plan is the core document that underpins the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside the plan is a performance report and scorecard with an analysis of performance against 14 key delivery outcomes and 102 measures, plus an overview of progress on key projects and activities.

OSMB commented on the report format and stressed the need to see changes in performance from one quarter to the next and greater clarity on which indicators were improving and which were off target. They discussed measures that were not on track and verified what action would be taken if performance did not improve. Members asked about sickness absence and noting the plans to address this through the Health and Safety Panel requested an update in December. They also plan follow up work on agency spending.

For further information contact:

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Health Select Commission

The remit is to carry out overview and scrutiny as directed by the OSMB in relation to:

- being the council's designated scrutiny body for any health issue relating to health and public health
- partnerships and commissioning arrangements for health and well-being and their governance
- scrutinising the integration of health and social care services and budgets
- health improvements and the promotion of wellbeing for adults and children of Rotherham
- measures to address health inequality
- food law and environmental health
- issues referred from Healthwatch

Learning Disability Offer

As part of the wider Adult Care Development programme the Council is implementing a strategic approach to commissioning and delivery of services for people with learning disabilities through a market position statement. The overarching intention is to support people to be more independent and to fulfil their potential through a greater choice of services.

Following a request from the Leader, a cross-party sub-group held a workshop session to develop a clear understanding of what the Learning Disability Offer should be in order to deliver desired outcomes for Rotherham people.

Members increased their awareness of the legislative, demographic and financial drivers for change and of how Rotherham benchmarks against similar comparator and neighbouring authorities. They heard in detail about the current learning disability offer in Rotherham and explored how a revised offer would deliver better outcomes and improve quality of life. The session provided the sub-group with a good knowledge base to inform discussion on proposals as they evolve following public consultation and to enable effective future scrutiny of the offer. Members requested regular updates to HSC, including a progress report on implementing the Carers Strategy as this would also be a key element in service change.

Schools Mental Health Pilot

One of the actions being implemented following the scrutiny review of CAMHS is a pilot initiative in six local schools to take a whole school approach to promoting mental health and wellbeing, based on eight principles outlined in national guidance produced by Public Health England and the Children and Young People's Mental Health Consortium. Each school benchmarked themselves against the principles and selected two or three priorities to focus on in an Emotional Wellbeing and Mental Health Plan.

Mental health is a recurrent theme in the HSC's work programme and the Commission was keen to learn more about the pilot and what each school was working on. Six Members volunteered to accompany officers on a progress update meeting, one for each school, and Cllr Cusworth attended meetings of the Whole School Steering Group to have a good overview. Full evaluation of the pilot will take place in July 2017.

Good progress in all the schools was reported back and the Members who had undertaken the visits were impressed by the work carried out and the commitment shown by staff. As it is important to ensure the schools are able to sustain their progress once the pilot has ended, with the wider learning shared with other schools, HSC will be scrutinising the evaluation and future plans as part of its work programme in 2017-18.

Older People's Housing

One important aspect of HSC's work programme is scrutiny of transformation and integration of health and adult care services. Members also wished to include older people's housing, given the close links between housing, adult social care and health in terms of maintaining people's independence and enabling people to live in their own home with the right care and support in place.

A cross-party task and finish group undertook a spotlight session regarding increasing the number of homes suitable for older people in the borough. Consultation and the strategic housing market assessment indicated insufficient specialist housing for older people, with a growing waiting list for extra care housing. HSC members discussed the key issues involved in the planning and delivery of housing for older people and the factors that older people prioritised as important.

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Health Select Commission

Ten recommendations resulted from the spotlight session, mainly focused on consultation; ensuring quality and security in older people's housing; and communication and marketing. These were all accepted by Adult Social Care and Housing, have been taken into account in drafting their detailed plans and will continue to be reflected in consultation plans and future proposals/reports to Cabinet.

Adult Social Care Performance (ASC)

"HSC worked closely with officers to determine and refine requirements for performance reporting, resulting in more accountability and transparency on the impact of the evolving new ASC model." - Cllr Sansome

In view of the demographic and financial pressures on adult social care, coupled with the work to transform both health and care services, HSC members wished to have a good understanding of current performance on key measures as a baseline in order to scrutinise the impact of the ASC development programme over time. 2015-16 was a transitional year with the directorate seeking to change the existing customer journey and business processes in order to improve the customer experience and deliver better outcomes.

The Commission considered both the provisional performance report on the national Adult Social Care Outcomes Framework (ASCOF) and later in the year the final report with benchmarking data for Yorkshire and Humber and nationally. This provided a good synopsis of performance and in particular where improvements were being made and which measures remained a challenge. 19 of the 22 ASCOF measures showed an improvement and the benchmarking enabled Rotherham to measure any change in its relative position with other local authorities. To complete the picture HSC interrogated the data in progress reports on the local measures and targets for 2016-17 plus a summary of complaints regarding ASC.

Members questioned how the data collected was used to improve services, how the complaints process operated and how the annual user surveys were undertaken. It was agreed to have regular updates on the local measures for reviews carried out, support packages provided and waiting times for assessments and care packages as these measures were not on target, in part due to the preparatory work for moving to the Liquid Logic system.

Rotherham's Integrated Health and Social Care Place Plan (RPP)

In September HSC discussed a presentation from the CCG introducing and setting the context for the new Rotherham Place Plan that was being developed in partnership by health and social care partners. The RPP forms part of the wider South Yorkshire and Bassetlaw Sustainability and Transformation Plan (STP). Five priorities for the plan, which were examined in detail, are:

- ◆ Prevention, self-management, education and early intervention
- ◆ Rolling out our integrated locality model – 'The Village' pilot
- ◆ Opening an integrated Urgent and Emergency Care Centre
- ◆ Further development of a 24/7 Care Co-ordination Centre
- ◆ Building a Specialist Re-ablement Centre

Enablers for the new approaches, such as better use of public buildings, technology and improved data sharing; expected benefits and required investment for the plan, and a high level implementation plan with key milestones were also covered.

Members fed back a number of issues to the officers working on the plan, particularly around the following:

- ◆ Use of language and being very clear with the public about what was happening and explaining what was really meant by the efficiency challenge and whether that equated to cuts or managing growth in demand.
- ◆ For the plan to be realistic in what could be achieved, distinguishing between planned work that would happen and what was more aspirational or to be taken forward through drawing down additional funding.
- ◆ Concerns about reaching those who were less engaged but most in need of services i.e. addressing health inequalities.
- ◆ Getting the care homes on board to support transformation, plus reassurance on the level of care provided would be critical for patients and family members for the project to upskill staff in care homes.
- ◆ Reassurance for the public that the A&E times would be feasible and not overly raising expectations.

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Health Select Commission

Following on from the RPP presentation the Commission received several progress updates on aspects of the health and social care transformation and integration work:

- ◆ Presentation and briefing on the wider STP
- ◆ Update on the ASC development programme and Better Care Fund initiatives
- ◆ Presentation on Acute and Community Transformation by Rotherham Hospital

This theme will continue to be central to the work programme in 2017-18, commencing with an evaluation paper on The Village integrated locality pilot.

Our wider work

NHS Commissioners Working Together Programme (CWTP)

This programme focuses on collaborative work across the health service to consider how to improve the health of communities and health services across seven local authorities. There are several workstreams, with options for proposed changes to hyper acute stroke care (first 72 hours after a stroke) and children's surgery and anaesthesia consulted on during 2016-17. A mandatory joint health overview and scrutiny committee (JHOSC) was established as the service proposals affect more than one local authority. Cllr Sansome represented RMBC on the joint body, feeding back from the JHOSC in order to involve and update the full commission and raising issues at the JHOSC on behalf of HSC.

The HSC had the CWTP as a standard agenda item and also held two workshop sessions, firstly to comment on the draft public consultation materials and engagement plan; and secondly to discuss the report with the overall consultation outcomes before it was presented to the JHOSC. Members had also requested information from Rotherham Hospital on stroke care and the Chair and Vice Chair met with Yorkshire Ambulance Service to discuss stroke care and service capacity, which also fed into their consultation responses for both proposals. The final decision on the proposals will be taken by the Joint Committee of Clinical Commissioning Groups this summer.

“Starting and Growing Well” - Director of Public Health Annual Report 2015-16

Members discussed the report at length and probed into specific work areas including engagement with schools, ways of improving breastfeeding rates, local work on pornography and its damaging impact on young people, take up of free school meals, oral health and mental health. They developed a clear understanding of the key issues, inequalities and challenges regarding children and young people's health in Rotherham. HSC supported the eight far-reaching recommendations and made a number of suggestions that fed into the action plan. They also requested and received additional information on a number of issues. A further recommendation was that the Council should lobby the Government regarding mandatory PHSE/sex and relationships education.

Scrutiny Review - RDaSH CAMHS

HSC considered an initial monitoring report on the implementation of the scrutiny review recommendations in October. As the service reconfiguration at RDaSH and staff recruitment had taken longer to complete than originally envisaged, this had impacted on progress on several of the recommendations. Revised and realistic timescales were agreed for the actions and a further report was discussed in March.

The Emotional Wellbeing and Mental Health Needs analysis was now complete and had shown a need for improved links between CAMHS and SEND. A common performance framework across the whole mental health system had been developed and was being tested with service providers. This captured numbers of contacts, caseloads and referrals, plus waiting times and interventions.

Members noted the progress made since October and requested that the next update focus on waiting time data, performance management information, impact of the single point of access and locality working, training and development across the wider CAMHS workforce, and transition from CAMHS.

For further information contact:

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Improving Lives Select Commission

The remit is to carry out overview and scrutiny as directed by the OSMB in relation to:

- the implementation of Rotherham's plans to tackle Child Sexual Exploitation
- the Every Child Matters agenda (for every child to be safe, healthy, enjoy and achieve; make a positive contribution and achieve economic well-being)
- the early intervention and prevention agendas
- other cross-cutting services provided specifically for children and young people

Alternative Management Arrangements for Children's Services

The Government policy document "*Putting Children First – delivering our vision for excellent children's social care*" (July 2016) sets out a challenge to all councils to think about how they can make and sustain improvements across children's services. In light of this, and following a request by Commissioners, ILSC was asked by the Leader and Chief Executive to undertake this work through an in-depth scrutiny review.

A small cross-party group of Members, chaired by Cllr Maggi Clark, examined how improvements have been made in children's services elsewhere and how these may be applied to secure the long-term success of Rotherham's Children's and Young People's Services (CYPS).

By means of visits or teleconferences, the review group directly engaged with five other local authorities, including some that operate or were considering alternative management arrangements such as a trust or arms-length company. There was a high-level sector challenge through a visit to the Local Government Association's Children's Improvement Board and participation in a facilitated workshop, using an independent research-based methodology, to enable an objective assessment of the improvements in CYPS to date.

The review examined the potential for CYPS to collaborate on a sub-regional and regional basis, and different ways to commission services. Members also considered evidence from external peer reviews, practice partner feedback, Commissioner reports, and Ofsted monitoring visits in order to validate and provide assurance of the progress and improvements made in Rotherham's children's services.

The review is currently coming to conclusion and will report to the Improving Lives Commission and will be shared with the Department for Education.

Rotherham Local Safeguarding Children Board (RLSCB) - Annual Report 2015-2016

Each year RLSCB is required to publish an annual report on the performance and effectiveness of services for safeguarding children. ILSC explored a number of key lines of inquiry on the report, focusing on:

- educational initiatives in secondary schools to raise awareness of child sexual exploitation
- addressing young people's concerns about personal safety in Rotherham town centre
- identifying young girls at risk of female genital mutilation
- voice and influence of young people in safeguarding
- how weaknesses identified by Ofsted in 2014 had been tackled
- impact of Early Help
- numbers of Looked After Children and available placements

Members sought clarification on certain definitions in the report and requested further statistical information, including comparator data with other local authorities. They also requested details of the sufficiency strategy regarding emergency accommodation for vulnerable children and children missing from home, and information about any unregistered schools in the Rotherham Borough area. Officers confirmed they would update the Commission on the outcome and impact of the audits and case reviews referred to in the report.

Two specific recommendations were made to the LSCB to request that:

- appropriate questions be added to future Lifestyle Surveys on harassment of female pupils in schools.
- the Corporate Parenting Panel to undertake a review of Looked After Children's health assessments in order to improve both the regularity of provision and the attendance rate by children and young people.

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Improving Lives Select Commission

Child Sexual Exploitation (CSE) - Post Abuse Services Update

Scrutiny of partnership plans and services to tackle CSE in Rotherham was the overarching priority in the work programme of ILSC during 2015-16. After an initial update and overview of the plans, ILSC scrutinised particular aspects of the work in detail during subsequent meetings. The focus was on the new CSE strategy *Child Sexual Exploitation - The Way Forward for Rotherham 2015-18; Tackling CSE - Delivery Plan*; Rotherham CSE Needs Analysis; and progress on three specific workstreams - Voice and influence impact, Work in Rotherham schools and the Prevent workstream of the CSE strategy.

As a follow up, in November 2016, ILSC received a full report and presentation on the progress of the CSE post-abuse support services established since the publication of the Jay Report. Significant investment in developing and commissioning CSE support services by both RMBC and NHS Rotherham Clinical Commissioning Group has resulted in a comprehensive range of services to support victims and survivors. These include practical, emotional support and advocacy; and also evidence based therapeutic interventions. Members gained a good understanding of the services and support offered by each provider, including outreach work in schools and localities and support for vulnerable young people.

Members' questions also focused on evaluation and evidence to confirm that the services offered were making a difference. Monitoring and evaluation arrangements for the commissioned services would be evidenced for activity through monthly reports submitted to the three commissioning managers, plus visits and spot checks, which had commenced towards the end of 2016. Services are required to include voice and influence elements in their support, monitored alongside the other outcome monitoring arrangements.

ILSC requested case studies and data to supplement the monitoring process as part of future performance reporting, with further evidence of outcomes. It was agreed updates on any areas for improvement of the commissioned services would be reported back to ILSC, with a further progress report in summer 2017.

Domestic Abuse

In September ILSC discussed a presentation outlining the proposed inspection framework for children living with domestic abuse. This led to the inclusion of the following in the work programme:

- ◆ a targeted review of support services to ascertain whether the levels of funding and other resources were sufficient to meet local needs in the borough
- ◆ exploring effective means of gathering evidence about the perpetrators of domestic violence, including evidence of the use of coercive behaviour within the borough
- ◆ a comparison with and study of the Doncaster MBC model of service provision, which has been validated by the Government and is the subject of independent audit and evaluation (to follow review)

The Safer Rotherham Partnership (SRP) was requested to carry out an initial health check of current domestic abuse service provision, especially methods of identifying perpetrators of domestic abuse, and to report back. In December 2016 Members scrutinised a detailed report and presentation from the SRP on domestic and sexual abuse provision in Rotherham. Their questions focused on current services; funding; commissioning; agencies working together strategically and operationally; how the effectiveness of services is evaluated; work with perpetrators; and how Rotherham's provision compares with statistical neighbours.

It was recognised that although progress had been made further work was needed and the SRP's new plan identified domestic abuse as one of its key priorities, together with community cohesion and hate crime. At its meeting on 5 December 2016, SRP Board had reviewed domestic and sexual abuse and recommended:

- ◆ a full review and refresh of the SRP Domestic and Sexual Abuse Strategy 2013/17
- ◆ that an action plan is developed to underpin the partnership delivery of the refreshed strategy
- ◆ reconvening the SRP multi-agency domestic and sexual abuse priority group
- ◆ commissioning an independent peer review of the SRP's domestic and sexual abuse offer

The Commission supported the recommendations made by the SRP Board and were appreciative that the discussion from the ILSC meeting would help to inform the strategy refresh. Members made additional recommendations and requested a further progress report in six months. Their recommendations were:

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Improving Lives Select Commission

- To reconsider the recommendations from the previous 2013 scrutiny review In light of the discussion.
- To undertake a cost benefit analysis of the Perpetrator Programme and use this to inform future commissioning of services.
- That the Rotherham Safeguarding Adults and Safeguarding Children's Boards are involved in the development of the strategy and pathways.
- That domestic abuse is included in the future refresh of the Joint Strategic Needs Assessment.

Our wider work

Child-Centred Borough and the Rotherham Voice of the Child Lifestyle Survey

"Every child making the best start in life" is one of Rotherham's four priorities and supporting this is the aspiration for Rotherham to become a 'Child-Centred Borough'. The Commission learned that a key factor would be considering and acting upon the findings of the Rotherham Voice of the Child Lifestyle Survey. The 2015 survey would be the baseline, with future surveys used to track progress. Subsequently, ILSC also scrutinised the 2016 survey and three year trend data at its February meeting.

Members posed questions with regard to the survey findings on issues such as mental health, contraceptive use, young carers and young people having a voice. The Commission unanimously supported the ambition to become a Child-Centred Borough and recommended exploring the exemplar Child-Centred Borough approach in Leeds in more detail and to consider how it could be adapted to work in Rotherham. This was included in the work of the review group considering alternative management arrangements for children's services, who will be making recommendations about information sharing and Member engagement.

Children and Young People's Services (CYPS) - the improvement journey and performance

The Strategic Director delivered a comprehensive overview of the key themes in the improvement journey, highlighting progress but recognising there was still more to do. Members probed a number of areas with regard to placements, referrals, staff supervision and child protection plans. It was agreed ILSC would keep a watching brief on the number of Rotherham children and young people sent to out-of-authority provision.

Linking in with this, the Commission scrutinised performance reports during the year - the CYPS Year End Performance Report 2015-16 and a summary of performance under key themes for Children's Social Care and Early Help Services (as at January 2017). Due to concerns over exclusions and persistent absence ILSC wish to look at this issue in greater depth in 2017-18.

Members also heard a presentation providing an overview of services for children and young people with Special Educational Needs and Disability (SEND) at the same meeting, prompting them to request SEND performance data in future reports for a fuller picture. They noted the strengths and areas for development in the SEND service and explored provision in schools, including capacity to meet increased future demand. A sufficiency strategy is being produced and ILSC asked for this to be submitted to a future meeting.

Rotherham Safeguarding Adults Board (RSAB) 2015-16 Annual Report

The annual report set out the achievements, contributions from partners, key facts and figures and priorities for 2016-18. Members sought clarification on several points and noted the work to improve the provision of performance and audit information to support the work of the RSAB, which they wish to see continue. ILSC supported the suggestion to have a representative from the independent care sector on the Board.

Early Help and Family Engagement

ILSC considered a report outlining priorities, current performance and progress against the budget savings proposals for 2016 - 2017. Key issues discussed were developing relationships with partners, auditing case files for quality assurance and the effectiveness of the referral process. Members requested more detail on the exit surveys completed by service users and a further progress report in 12 months.

Looked After Children and Care Leavers Sufficiency Strategy 2017 – 2021 - see OSMB

For further information contact:

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Improving Places Select Commission

The remit is to carry out overview and scrutiny as directed by the OSMB related to:

- Housing and Neighbourhood strategies
- Economic development and regeneration strategies
- Environment and sustainable development strategies
- Community cohesion and social inclusion
- Tourism, culture and leisure

Emergency Planning

A shared service has been in place since June 2011 to oversee the Emergency Planning and Business Continuity functions of both Rotherham and Sheffield Councils and to deliver a joint resilience service to both councils. As there have been significant personnel changes recently within RMBC, and the last major update of the Emergency Plan was in 2012/13, IPSC prioritised this issue in their work programme due to the importance of having appropriate arrangements in place.

Members decided to focus on testing the resilience of the Emergency Plan, ultimately through a simulated emergency exercise, with a full evaluation afterwards. Of particular interest were the governance arrangements, systems in directorates, and arrangements between the Council and external agencies such as the police, Fire and Rescue, NHS and Yorkshire Water.

The desired outcomes for the review were:

- ◆ an improved Emergency Plan
- ◆ ensuring adequate resources to meet any potential major incident which could happen
- ◆ confirming that the governance structure in place is robust, effective and efficient

A full scrutiny review was carried out with evidence from various services across the Council. Three task and finish group members observed at first hand an Emergency Planning table-top, simulation exercise. The review group also visited the Cleveland Emergency Planning Unit, where a shared service arrangement involving four local authorities is in place. Members considered the emergency planning operations in Cleveland and participated in a workshop on community resilience and community involvement.

At the time of writing the annual report recommendations from the review were being finalised before going through the approval process. This work will inform the refresh of the Emergency Plan currently underway.

Dignity plc - bereavement services

RMBC entered into a 35-year contract with Dignity plc in 2008 for the management of bereavement services across the Borough. Dignity assumed responsibility for capital works and maintenance of East Herringthorpe Cemetery and Crematorium, along with maintenance of the eight other municipal cemeteries. The Council retained responsibility for certain aspects of the service, such as cemetery chapels, associated buildings and boundary walls on some cemetery sites. Glendale Countryside Management Ltd. is sub-contracted by Dignity for grounds maintenance.

Investigations had revealed that there had been “under-management” of the contract by the Council and a lack of democratic oversight. Members had a number of concerns on issues such as grass cutting and general grounds maintenance, dog fouling, anti-social behaviour, Muslim burial times, burials into lined graves, footpaths and roadways within the cemeteries, and the costs of burials and memorials. They also wished to explore the flexibility of the contract, in terms of potential for any renegotiation on certain aspects.

IPSC received a detailed presentation regarding the Council’s contract with Dignity plc, facilitating a better understanding of the nature of the contract and dispelling some of the negative stories in circulation. They requested additional evidence - a copy of Dignity’s annual report, information about fee setting and an analysis of complaints about the service. Members visited Rotherham Crematorium and held a site meeting at Maltby Cemetery, where they met with representatives from Dignity, Glendale Countryside Management, and Maltby Town Council to gain a better understanding of the issues.

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Improving Places Select Commission

The service appears to be generally well received by members of the public, with only a very small number of complaints requiring the Council to act as an intermediary, as the vast majority are resolved by Dignity to the satisfaction of the customer. Members recognised the significant investment made by Dignity in undertaking the various improvements required as part of the contract, including to the chapel and reception facilities at East Herringthorpe, development of the cemetery grounds and improved security. In addition to the issues raised above, IPSC considered the costs to the Council of maintaining the chapels and whether it would be feasible to set up “friends groups”. The benefit of establishing a Bereavement Services Forum involving the local authority, Dignity, funeral directors and local faith communities was also discussed.

This workstream will continue in 2017-18 as the Commission has requested a future progress report on the service to include information on:

- ◆ performance of Glendale Countryside Management regarding grounds maintenance at Maltby cemetery
- ◆ options available for the provision of memorial benches within cemeteries (including a pricing structure)
- ◆ fees and charges for the cemeteries and crematorium service, plus benchmarking data with other LAs
- ◆ further consideration of the opening hours and the hours available for burials (including requirements in respect of Muslim burials)
- ◆ an update in respect of the availability of land for a possible extension to Maltby cemetery
- ◆ improvements to footpaths and roadways within cemeteries

Rotherham’s Housing Strategy 2016-19

In September IPSC considered a presentation and the first progress report on the commitments in the new Housing Strategy that was approved in February 2016. HSC members were also invited to attend by the Chair as older people’s housing would feature in their work programme later in the year (see page 12). Detailed discussions took place on the work under each of the five core themes – housing growth, social housing, private rented sector, affordable home ownership, and specialist housing.

Members asked questions about the quality of housing stock and were concerned that the position regarding repairs and maintenance appeared to have deteriorated. Although the quarter 1 outturn for “repairs right first time” was just below target it was still top quartile performance and the service was confident the year end target would be achieved. Significant funding was in the Decent Homes budget to ensure homes were brought back into decency in-year and the target would be met. Asset Management and Investment plans were in place to improve stock, with good progress on external wall insulation and properties targeted that lacked cavity wall insulation or were fuel poor. It was noted that many performance measures were annual indicators that would not be available until after the year end.

Assurance was sought about Right to Buy fraud and officers confirmed there were low levels in Rotherham. Credit checks and face-to-face meetings were being instigated and although not precluding children from purchasing the property for their parents, the Council needed to understand the source of the money.

Officers circulated additional information after the meeting as requested with regard to the definition of people with complex needs; the prioritisation banding system under the Housing Allocation Policy based on needs, and support available for vulnerable housing applicants, including help to bid for properties. They also provided details of the number of people classed as homeless and an indication of numbers of people with different specialist needs on the housing register at that time.

Linking in with the private rented sector core theme of the Housing Strategy, the Commission scrutinised a report on the review of Selective Licensing at its April meeting and will revisit this in 2017-18.

Housing Allocations Policy Review

IPSC discussed a report outlining proposed amendments to the policy, which aim to increase housing tenancy sustainability and reduce expenditure. The proposals took into account lessons learned, changes brought about by the Welfare Reform and Work Act 2016 and the future Homelessness Reduction Bill. The proposals included mandatory pre-tenancy workshops and support for housing applicants without prior experience of running their own home, or where a previous tenancy has failed, and housing options interviews before people join the housing register.

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Improving Places Select Commission

Following debate and clarification on a number of issues Members supported the amendments. They requested a progress report during 2017, once the changes had been approved, including further detail on the two week allowance without payment of rent in respect of the death of existing housing tenants. They also wished to be actively involved in the workshops.

Our wider work

Rotherham Economic Growth Plan 2015 - 2025 Annual Progress Update

IPSC noted the performance monitoring information and where good progress had been made on business growth, higher numbers of residents with NVQs and reducing unemployment. Members raised a number of points regarding progress on the delivery plans for each of the seven core themes of the Growth Plan, focusing in particular on proposals for Rotherham town centre, transport and business development. They explored the implications of the plans for social inclusion, equalities and deprived communities. Details of the broadband installation and construction programme affecting the borough were requested, plus more information on the Rotherham Investment and Development Office apprenticeship scheme.

RotherFed Tenant Scrutiny - Investigation into Engaging Young Tenants in Rotherham

RMBC commissioned RotherFed to undertake two scrutiny reviews each year as part of our contract with them. Their first review considered the engagement of young tenants in Rotherham Council housing, as the 2016 STAR survey of tenants and residents showed younger tenants aged 16-34 were generally more dissatisfied with their landlord's services.

RotherFed regularly updated the other members of IPSC on this work during the year, culminating in the presentation of their final report and recommendations in April. The Adult Care and Housing directorate will work with RotherFed on an action plan to deliver against the recommendations. Members appreciated the investigation and requested a progress report on the action plan in six months.

Regeneration and Environment Performance Update April – September 2016

Members scrutinised the performance and quality of the services provided by the Directorate through its performance scorecard of 40 key indicators and learned that the majority of indicators were on target. After its work last year on the Clean and Green agenda IPSC noted the increase in household waste sent for recycling and composting, and the reduction sent to landfill. Questions were asked about enforcement, in particular regarding fly tipping and the stringent new taxi licencing policy. Members requested a breakdown of anti-social behaviour incidents (figures rather than percentages) and usage figures for individual libraries.

Housing Revenue Account (HRA) 30 Year Business Plan

The Council is required to produce a HRA Business Plan setting out its investment priorities over a 30 year period. IPSC discussed at length a report providing a detailed technical overview of the current position and reasons for changes to the plan due to recent Government policies that will lead to reduced HRA resources. Key policies are changes to Right to Buy, welfare reform and the introduction of Pay to Stay and mandatory fixed term tenancies. The Commission requested future updates, including the financial position as new Government regulations came into force.

At a later meeting Members discussed a presentation outlining the changes to fixed term tenancies and the impact for landlords and tenants, and on long term sustainability of communities. IPSC were asked to comment on proposals for five year fixed term tenancies in Rotherham as the norm and tenancy renewals.

Refresh of Tenancy Agreement for Rotherham's Council Housing Tenants

The tenancy agreement defines the relationship between the Council and its tenants, clarifying expectations and establishing roles and responsibilities. IPSC asked several questions around the operation of the agreement in practice. They considered the terms and conditions and suggested a small number of variations to the wording, which were included in the final version. These related to nuisance and anti-social behaviour, and animal fouling. Members also requested an update once the new agreement was in place.

For further information contact:

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email christine.bradley@rotherham.gov.uk

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Our Work Programme 2017-18

Overview and Scrutiny Management Board

- ◆ Budget and Medium Term Financial Strategy
- ◆ Use of Agency and Interim Employees
- ◆ Commissioning
- ◆ Shared Services
- ◆ Approach to Commercialisation
- ◆ Revenue Budget Monitoring
- ◆ Energy
- ◆ Prevent Strategy
- ◆ Children's Commissioner's Takeover Challenge
- ◆ Pre-decision Scrutiny

Health

- ◆ Adult Care Performance Management
- ◆ Learning Disability
- ◆ Public Health
- ◆ Health & Social Care Integration - Rotherham Place Plan
- ◆ Locality Working
- ◆ Mental Health - all ages
- ◆ Emergency Centre
- ◆ Carers Strategy (*possibly with ILSC*)
- ◆ Sustainability and Transformation Plan and Commissioners Working Together Programme
- ◆ NHS Trust Quality Accounts

Improving Lives

- ◆ Child Sexual Exploitation - Preventative and Post Abuse Services
- ◆ Domestic Abuse
- ◆ Special Educational Needs and Disability (SEND) Sufficiency Strategy
- ◆ Safeguarding - Children and Adults
- ◆ Looked After Children
 - Sufficiency Strategy and Budget Update
 - Apprenticeships
 - Fostering Outcomes and Stability of Placements
- ◆ Children Missing from Home/Education, Exclusions and Home Education
- ◆ Progress on Early Help Service

Improving Places

- ◆ Regeneration and Environment Performance
- ◆ Enforcement Activity and Joint Contract with Doncaster
- ◆ Dignity - Bereavement Services
- ◆ Housing Strategy
- ◆ Tenant Involvement
- ◆ Implementation of Neighbourhood Working
- ◆ Housing Revenue Account - 30 year Business Plan
- ◆ Housing - Allocations and Adaptations
- ◆ Financial Inclusion Plan - Council Tenants
- ◆ Asset Management

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Scrutiny Membership 2017-18

Overview and Scrutiny Management Board

Meetings are held on a fortnightly basis on Wednesdays at 11.00am

Cllr Brookes	Cllr Napper
Cllr Clark	Cllr Sheppard
Cllr Cusworth	Cllr Short
Cllr Evans	Cllr Walsh
Cllr Mallinder	Cllr Wyatt



Chair: Councillor Brian Steele

Vice-Chair: Cllr Allen Cowles

Contact: James McLaughlin - Tel: 01709 822477

The Board is supported by three select commissions.

Health

Chair:
Cllr Simon Evans

Vice-Chair:
Cllr Peter Short



The commission meets (usually) at 9.30am on Thursdays at 6 weekly intervals

Cllr Allcock	Cllr Jarvis	Cllr Williams
Cllr Andrews	Cllr Keenan	Cllr Wilson
Cllr Bird	Cllr Marriott	
Cllr R Elliott	Cllr Rushforth	Two places tbc
Cllr Ellis	Cllr Tweed	
Cllr Ireland	Cllr Whysall	

Contact: Janet Spurling - Tel: 01709 254421

Improving Lives

Chair:
Cllr Maggi Clark

Vice-Chair:
Cllr Victoria Cusworth



The commission meets (usually) at 5.30pm on Tuesdays at 6 weekly intervals

Cllr Allcock	Cllr Hague	Cllr Napper
Cllr Beaumont	Cllr Jarvis	Cllr Pitchley
Cllr Brookes	Cllr Khan	Cllr Sansome
Cllr Cooksey	Cllr Marles	Cllr Senior
Cllr Elliot	Cllr Marriott	Cllr Short
Cllr Fenwick-Green		

Contact: Caroline Webb - Tel: 01709 822765

Improving Places

Chair:
Cllr Jeanette Mallinder

Vice-Chair:
Cllr David Sheppard



The commission meets (usually) at 1.30pm on Wednesdays at 6 weekly intervals.

Cllr Albiston	Cllr Jepson	Cllr Julie Turner
Cllr Allen	Cllr Jones	Cllr Vjestica
Cllr Atkin	Cllr McNeely	Cllr Walsh
Cllr Buckley	Cllr Price	Cllr Wyatt
Cllr B Cutts	Cllr Reeder	
Cllr Elliot	Cllr Taylor	

Contact: Christine Bradley - Tel: 01709 822738

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Slovak

Ak vy alebo niekto koho poznáte potrebujete pomoc pri pochopení alebo čítaní tohto dokumentu, prosím kontaktujte nás na vyššie uvedenom čísle alebo nám pošlite e-mail.

Kurdish Sorani

کوردی سۆرانی
نەگەر تۆ یان کەسێک کە تۆ دەناسی پێویستی بەیارمەتی هەبێت بۆ ئەوەی ئەم بەنگەنامە یە تێبگات یان بێخوێنتەوه،
تکایە پەیوەندیمان پێوه بکە لەسەر ئەو ژمارە یەئێ سەرەوه دا یان بەو نێمەرێ.

Arabic

عربی
إذا كنت أنت أو أي شخص تعرفه بحاجة إلى مساعدة لفهم أو قراءة هذه الوثيقة، الرجاء الاتصال على الرقم اعلاه، أو مراسلتنا عبر البريد الإلكتروني

Urdu

اُردو
اگر آپ یا آپ کے جاننے والے کسی شخص کو اس دستاویز کو سمجھنے یا پڑھنے کیلئے مدد کی ضرورت ہے تو
برائے مہربانی مندرجہ بالا نمبر پر ہم سے رابطہ کریں یا ہمیں ای میل کریں۔

Farsi

فارسی
اگر جناب عالی یا شخص دیگری که شما او را می شناسید برای خواندن یا فهمیدن این مدارک نیاز به کمک دارد لطفاً یا
ما بوسیله شماره بالا یا ایمیل تماس حاصل فرمایید.